

The MARINE CORPS GAZETTE

Major E. W. Sturdevant, U. S. Marine Corps, Editor

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THE MARINE CORPS AND NATIONAL TRAINING

BY BRIG. GEN. ELI K. COLE, U. S. MARINE CORPS

AN examination of the measures now before the Congress providing for the training of the young men of the nation, so that they may be quickly organized into effective units in the event the nation is threatened, shows that so far the matter has been looked at almost entirely from a single point of view—that of the Army—and that the fact that more than one single service is vitally involved has received little consideration.

For many years it has been apparent to students of history, and of military history in particular, that modern war is waged, not by the Army and Navy alone, but by the whole nation, and that the defense of national life and ideals requires, or at least may require, the entire trained coöperation of all the resources of the nation. This in turn requires, if the nation is to be effectively prepared to defend itself, that matters of broad policy of national preparedness must be considered, not by the general staff of one branch of the service alone, but by a Council of National Defense (in my opinion a better term would be Council of National Preparedness) composed not only of representatives of the various branches of the armed forces of the country, but of representatives of industry, finance, labor, etc.; in other words, so composed that the council in itself can bring expert knowledge of all the nation's activities and resources to bear on the problem of so using them that its industrial and social life may develop freely along the lines it considers best, and at the same time so that it may be prepared to protect its own rights and to preserve its national integrity in case such be threatened.

As transportation facilities increase, competition between nations becomes keener, there are more and greater points of contact where friction may result, disorders in one part of the world more

quickly affect the other parts, and, at the same time, the time which will elapse between the decision on the part of one government to attack or impose its will on another government or people grows smaller, so that the unprepared nation is more than apt to find itself humiliated or beaten before it can prepare.

Citizenship of the United States carries many privileges—it also entails duties, and the defense of the country and of its ideals should be borne by all citizens equally and not by any particular class, and legislation which does not recognize this is fundamentally wrong: this principle being admitted, there can be but one way to safeguard the country, and that is to train all of its able-bodied male citizens in the fundamentals at least of military and naval warfare. This training, if properly balanced, can not fail to improve very materially, both mentally and physically, all those who take part in it, and so materially raise the physical and mental standard of the average male citizen, reduce venereal disease, raise the average age of death, and increase the total productive and social value of the country as a whole. From this it follows that the law should provide that only those male citizens should be rejected for training who are actually physically or mentally unable to stand the work without injury to themselves: at the end of the training period those men who have not improved physically or mentally to such a degree as to render them fit for active service in event of national emergency should be tabulated for assignment to a non-military activity in the event of call to the colors, or be placed in a deferred classification, depending upon degree of deficiency or disability.

The war just ended has shown that the nations concerned have had to depend in many activities upon women to take the place of men, and as women are citizens of the country, vitally interested in its welfare, they should not be denied the privilege of such training as will strengthen them mentally and physically, and so prepare them better to play their parts in the defense of the nation. What such training should be and how it should be conducted to secure the desired results is a question which the Council of National Defense (National Preparedness) should cause to be thoroughly investigated before any definite course of training is outlined and settled upon.

The body of citizens of the country being in process of training, it becomes the duty of the Council of National Defense

(National Preparedness) to keep the Executive, and through him, the Congress, informed at all times as to the military and industrial needs of the country, so that the accepted plans for the distribution of the trained human elements between military and industrial and social needs may be based so far as possible on present and prospective needs of the country. During the constructive period, *i.e.*, until a sufficient time has elapsed to permit all able-bodied citizens between the ages of 19 and 30 to be trained, the armed forces of the country should have first call on the trained citizens, but after that the trained citizens should be held for assignment in accordance with the relative needs of the various elements, due consideration being given to the fitness of the individual for the particular duty to which assigned, and such distribution of assignments should be revised annually, and every citizen involved should be kept informed as to his assignment in case of call to National Service.

All branches of the Military and Naval forces of the country are vitally interested in the training of the man power of the country, for generally the men trained by each branch will form the reservoir from which will be drawn the men joining that branch in the event of the mobilization of the war forces of the country. It is also believed that the regular establishments will be filled very largely, if not entirely, by voluntary enlistment from the men who receive their training with that branch: such men as may desire to volunteer should be allowed at any time during their period of training to extend their period of service so as to make a total of one, two, three or four years, and generally these men should be given preference in the event of a call to the colors.

While the fundamentals for each branch of the various services are much the same, each service has different things to learn, a different atmosphere, and to get the best results it is absolutely essential that each service have allotted to it a quota, based on a definite proportion of the total number of men to be trained that year. The best results will be attained if men are allowed to choose, up to the limits of the quota allowed each branch of the service, the arm of the service with which to train, deficiencies in any branch to be filled by induction, equitably allotted.

During the war, when practically every man who came to us was keen on the job of learning to be a Marine; when our in-

structors were exceptionally able and keyed up to a surprising degree of keenness to impart their knowledge to the men under them; when every outside influence tended to keep every man "on the job," we found that three months were needed to build up the man physically, to teach him the School of the Soldier up to and including the platoon, and bayonet fighting: under peace-time conditions, where the great incentive of war is lacking, I believe we will require at least six months' hard work to build up and train properly the young men of the country, and these six months should be divided into main divisions about as follows:

(a) All men to receive physical and military instruction for about twelve weeks; at the end of that period the men under training to be divided into two classes;

(b) Men to be carefully selected in accordance with their abilities, inclination, previous training, and probable future military value, and transferred to special schools for instruction for a period of about eight weeks, depending in each school upon time actually required, the men to be assigned to these schools in the proportions found necessary, the amount of purely military and physical instruction such as given during the first period to be materially reduced. A list of schools heretofore found necessary follows, together with approximate percentages of the total believed desirable to assign to them:

- (1) Noncommissioned officers, 10 per cent.
- (2) Rifle coaches, musketry, snipers, range finders, etc., 4 per cent.
- (3) Automatic gun instructors, 5 per cent.
- (4) Bayonet instructors, 2 per cent.
- (5) Physical instructors, 2 per cent.
- (6) Clerks, 3 per cent. (Company and other organization paper work. Stenographers.)
- (7) Clerks, Paymaster, 1 per cent.
- (8) Clerks, Quartermaster, 3 per cent.: specially selected men to receive additional instruction in duty of Q. M. Sgt.
- (9) Cooks, bakers and mess sergeants, 4 per cent.
- (10) Signals, including visual, telegraphy, radio telegraphy, telephone, etc., 5 per cent.
- (11) Band, 1 per cent.
- (12) Field music, 2 per cent. To be detailed one week after target practice is completed, *i.e.*, after about two months' training.

(13) Aviation. To be detailed one week after target practice is completed, *i.e.*, after about two months' training, 8 per cent.

(14) Service afloat, 10 per cent.

Additional courses suggested as necessary:

(15) Chemical warfare, instructors, 2 per cent.

(16) Grenadiers, instructors, 3 per cent.

(17) Engineering, field, instructors, 5 per cent.

(18) Field Artillery, trench mortars, one pounders, advanced base, etc., 5 per cent.

Total, approximately 75 per cent.

From the men taking these special courses would be developed instructors and assistant instructors who would, during balance of service and after being found qualified, be used in the training of the other men, and provision should be made whereby such instructors might receive temporary appointments as non-commissioned officers, with additional allowances while so serving.

Prior to completion of course of compulsory training, men who are found qualified for promotion to noncommissioned rank, whether in the line or in technical services or positions, should receive certificates that would give them priority to such appointments in case of call to the colors. The balance of the men, probably about 25 per cent., would generally be the most immature or least developed mentally or physically. These men should keep up their purely military instruction, but to a reduced degree, the balance of their time, depending on individual needs, to be devoted to physical upbuilding, to shop work, and to purely educational work, the last to have preference.

(c) At the end of approximately twenty weeks, the men under training should be collected together and given four weeks' field training, principally in platoon and company work, those who have taken special military courses and have been found qualified to be used as assistant instructors, and those whose special training has been vocational to be used in mess halls, kitchens, offices, etc., or to receive the additional military training, or a combination of both.

The two remaining weeks of the six-months period would be used in examining, classifying, making out vocational cards, outfitting the men after arrival and in collecting their belongings and discharging them at the completion of the instruction.

Throughout the period of training special classes for volun-

tary night work in educational subjects should be maintained and the men encouraged to avail themselves of such instruction, and lectures should be given on subjects of national interest which tend to make the young men better citizens.

Prior to the completion of the course special reports should be made in the cases of all men who have demonstrated by their work and character their probable fitness for promotion to commissioned rank; these men should be allowed to extend their period of training and be transferred to the Officers' Training Camp at Quantico for instruction. Those who successfully pass through this course should receive either commissions in the Reserve or certificates setting forth their qualifications for appointment to commissioned rank. During this period of training at the Officers' Training Camp, they should receive increased allowances.

At the end of the period of training all vocational cards, together with reports on result of training, and with recommendations as to positions best suited to fill and rank to hold in each individual case, should be forwarded to a central records office, copies going to Headquarters of the Marine Corps.

If a course of training as above outlined is carried on for periods of six months, I believe from past experience at our Recruit Depot that the mental and physical improvement of men receiving it would be such as to practically double their efficiency as Americans, but I do not believe that the desired result can be obtained in less time. If the period is shortened, the military training must be more intensified, the educational and physical upbuilding work curtailed or omitted, and in the end the time saved will in no way be commensurate with the military and national efficiency lost through the reduction in the period of national training.

In case the principle of real universal training be adopted, provision should be made in the form of a governmental allowance for rare cases where the young man of 19 to 21 is the sole or principal support of dependents; the man entering for training must purchase articles, particularly toilet articles, that are not in the government allowances, and during his period of training he will have some necessary expenses and, as he is young, he will want some money to spend for candy, soda, tobacco, etc.: I consider he should have the benefits of some form of national insur-

ance and a credit of, say \$10 on entry, and a further pay allowance of, say \$5 or 7.50 per month, but that this pay should be subject to forfeiture upon conviction by a properly constituted court. It is considered necessary that the men under training be regularly inducted into the service and so be subject to the Articles of War or to the Articles for the Government of the Navy, but it should be a matter of regulation that men under training are only to be brought before Courts-Martial in cases where the offense is both flagrant and deliberate: this policy has been followed at our Recruit Depot at Parris Island with very satisfactory results.

Confinement should be awarded only in cases involving moral turpitude or of a very serious military nature; and provision should be made that men losing more than one month of their training through their own misconduct would be retained beyond the period of training for a period of time equal to the time lost.

In cases where men inducted into the service for training deliberately act in such a manner as to retard or nullify their training, Courts-Martial should be empowered to award loss of citizenship for periods not exceeding five years, depending upon the circumstances of the case, and at the end of such period the offender should again be inducted for a complete period of training—in the event of pardon, the same procedure should be followed.

At Parris Island the Marine Corps has an establishment that is particularly well adapted for the training of up to nine thousand six hundred (9600) men, and while some additional buildings, as well as equipment for school purposes, would be required, the additional expense involved would be comparatively small. The climate is exceptionally good and such that men can drill out of doors nearly any day of the year; health conditions are excellent; the post is isolated so that social evils can be controlled; the isolation promotes interest in the work, and at the same time the post is particularly well provided with amusement features, and these can be extended to meet the increased strength at comparatively small cost; the system of training evolved at Parris Island develops character, esprit, self-reliance, clean fitness and the other qualities that go to make a good American, and what it has been able to do in the past it can without question do in the future.

On the supposition that the Recruit Depot on the Pacific coast can train at one time twenty-four hundred (2400) men, we

would have as the total yearly quota of the Marine Corps, approximately twenty-four thousand men, twelve thousand every six months, or two thousand each month. In case the period of training is fixed at a shorter period, the number we can train properly each year would be almost correspondingly increased for a three-months period, though the total quota for both depots might better be fixed at thirty-six thousand.

The method of induction is of considerable importance both to the country and to the military service. If all the eligibles are inducted twice a year with the six-months period, or four times a year with the three-months period, there would be periods when the transportation systems would be overloaded, and when communities would be somewhat seriously disorganized owing to the coming and going of large numbers of the youth of the land.

With a short period of training, all the time will be needed for the fundamentals—and in this connection I consider six months as a "short period," particularly in time of peace—leaving very little or no time for combined training of large units.

Our system contemplates specially selected men for duty as N.C.O. instructors of the recruits, not only in the squad, platoon and company, but in the various specialties, such as bayonet fighting, rifle firing, etc., and with this system we can get better results with a smaller permanent detail, by having recruits reach us in monthly quotas than by having our full quota arrive at one time: this has the additional advantage of always having men in different stages of development to serve as examples to men less advanced, and if the period of training is six months, at the same time it would enable specially proficient and selected men to gain additional proficiency through acting as assistant instructors to men of later classes. For these reasons I am in favor of the monthly quota, at least so far as the Marine Corps is concerned. The monthly quota should also be more satisfactory from the civilian point of view, in that the inflow and outflow for any community is better distributed, and at the same time, the young man himself can to a certain extent join for training at the time when his services at home can be best spared, not only from the family but from the community.

The monthly quota system appears generally to be much better for the Navy, as it would enable a monthly flow from their training stations to the ships for practical experience afloat, enabling

each ship to train the maximum number of men without periods of excessive crowding.

Our experience at Parris Island has led us to organize recruits just joining into companies of eight squads with three or four men in addition to allow for sick, etc., making a total of 67 or 68 men for training. By changing the designation of these organizations to platoons, two of them would provide the necessary strength for one company somewhat larger than given on page 12, "Tables of Organization and Equipment, U. S. Marine Corps."

On the basis of 9600 men under training this will give 144 platoons, 72 companies, 18 battalions, or 6 regiments, for which there should be provided from the permanent personnel of the Marine Corps the necessary officers and men to form the training cadres: to these organizations should be added a Headquarters Training Section. (See Table I.) Considering the present authorized

TABLE I

TABLE SHOWING NUMBERS OF OFFICERS AND MEN DEEMED NECESSARY FOR THE PROPER MILITARY AND TECHNICAL TRAINING OF 9600 MEN. (POST AND QUARTERMASTER DETAILS NOT CONSIDERED OR INCLUDED.)

Organization or Duty	Brig. Genl.	Colonels	Lt. Colonels	Majors	Majors A. and I.	Captains	Captains, Agr.	Captains, Apm.	1st Lieuts.	2d Lieuts.	Marine Gunner	Q. M. Clerks	Pay Clerks	Sgts. Major	Q. M. Sgts.	Pay Sgts.	1st Sgts.	Gy. Sgts.	Sergeants	Corporals	Field Musics	Pvt. 1st Class	Privates	Recruits
Platoon.....									1	1								1	3	8		1	3	67-8
Company.....						1			1	1							1	3	4	17		3	6	135
Battalion.....				1		4			5	5			1		(B)	1	4	8	18	70	1	14	27	540
Regiment.....	1	1	3	13		15			15	15	1		4	4	(B)	1	12	25	57	212	4	45	85	1620
															(B)				(B)		(B)	(B)		
Six (6) Regi- ments.....		6	6	18		78			90	90	6		24	24	6	72	150	342	1272	24	270	510	9620	
Less 20 per cent. (a).....	1	1	4	15		18			18	18	1		5	5	1	14	30	68	254	5	54	102	
															(B)				(B)		(B)	(B)		
Balance.....	5	5	14	63		72			72	72	5		10	10	5	58	120	274	1018	10	216	408	
Hdqs. Train- ing Sec.....	1	1	1	1	1	2	3	1	3	2	1	3	1	1	6	3		1	4	6	2	6	20
Schools.....						5	1	1	15	15	23	2	1		10	2	15	23	66	133	19	21	85	2400
Rifle coaches and range.....						1			1	1	2						1	5	24	52	4	6	30	1200
															(B)				(B)		(B)	(B)		
Total.....	1	6	6	15	1	71	4	2	91	90	31	5	2	20	35	10	74	149	368	1209	44	249	543

NOTE: (a) Reduction is based on proposition that during eight weeks of the course (i.e., one-third of the whole) 75 per cent. of two monthly quotas are in special schools, so that officers and men for strictly military training may be correspondingly reduced. (b) Includes Mess Sergeants, Cooks and Chief Messmen.

strength of the Marine Corps with the duties assigned it, it is believed it will be necessary that the number of officers and men required for training purposes be authorized as additional numbers, the numbers each year to depend upon the number of men assigned the Marine Corps for training purposes.

This training is to deal with young Americans, many of whom will not be awake to the advantages of the training they are to receive: our duty is to so train these men that their improvement, as their training advances, will arouse in them a willingness and then a desire to become more and more fit and to get every possible good out of the training.

To attempt to train these young men with an insufficient and indifferent training personnel will be to invite failure; to get the desired results—and one should strive for nothing less than the best—it will be absolutely necessary that the officers and men detailed to the duty of training be of our best material, and that a full complement of officers and men who are able and desirous of giving their best efforts to carrying out this most important work be detailed to the training cadres.

DEMOBILIZING THE BRIGADES

BY LIEUT. COL. FRANK E. EVANS, U. S. MARINE CORPS

THE demobilization of the Fourth and Fifth Brigades, with their attached Machine Gun Battalions, involving approximately 14,000 men, with an aggregate payroll of \$3,250,000, was accomplished on their return from overseas with a celerity and thoroughness that was all the more creditable to those organizations, and to the staff organizations concerned, by reason of the fact that heretofore all processes of demobilization in the Marine Corps had been confined to gradual and limited demobilization of individuals. Through the precedent established in August it seems worth while that a summary of this demobilization be presented to the Corps to supplement the official reports that were filed at Headquarters of the Corps. Only the most optimistic idealist can discount the probability of future wars that may call for the employment of the Marine Corps as a whole in another conflict of immensity, and in addition to the professional interest that the processes of the demobilization of organizations have for every officer of the Corps, the mustering out of the two brigades will not only serve as a model for future action, but it affords a basis for improvement and simplification. The officers directly concerned, both those of the line and of the staff, faced new conditions that intimately affect all that bulk of officers who had no part in the demobilization, but are curious to learn how the work was done.

THE INITIAL WORK

Immediately following the signing of the armistice on November 11, 1918, demobilization was begun on a very limited scale, in accordance with the orders then in effect. This gradual and limited operation was applied to individual marines as they made application for release from the service, and continued as such until the beginning of the fiscal year on July 1, 1919. From that date the process became accelerated through the fact that Congress, in the Naval Appropriation Act approved on July 11, 1919, made provision for only sufficient funds to maintain the Corps

at an average strength of 27,400, with the corresponding ratio of officers, for the fiscal year ending June 30, 1920. In anticipation of this limitation plans for the rapid demobilization of the overseas forces were begun early in June. These plans contemplated the complete demobilization of the Fourth and Fifth Brigades upon their return from France. The actual demobilization of the brigades, a combined force equal to that of the Corps before our entry into the Great War, was completed on August 13th. Its speed and efficiency came up to the most sanguine hopes, for it had as its basis the rigid discipline and varied experience that the work overseas had fashioned, and the minor administrative faults failed to hamper the work of demobilization to any real extent.

The demobilization in each brigade of its duration of war men required, in actual operation, approximately one day for each regiment, beginning on the 11th of August, while the transfer of the four-year men, those desiring extension of enlistment, and the transfer of reservists to an inactive status was completed on August 25th.

THE PRELIMINARY STAFF WORK

Before the overseas troops came within effective range of the paper-work barrage that seems inseparable from the other horrors of war, the staff departments in Washington had much to do before the approach of Zero Hour. So soon as it was decided that Quantico, the training ground of the brigades, would receive the veterans of the Fourth Brigade for their demobilization, the Post Quartermaster at that station proceeded with the assignment of barracks for the men, and quarters for the officers. This involved nothing less than a complete reassignment of the organizations then at Quantico. As fast as barracks were emptied they were policed and overhauled. Bunks, mattresses and bedding were placed in the barracks assigned; ranges and latrines were overhauled and fuel provided. Rolling kitchens, one for each two companies, were stationed conveniently, and when the troops de-trained hot coffee was ready for issue.

The general procedure of the Paymaster's Department was based on the demobilization of an organization as an organization. Final settlements were therefore made on payrolls in place of on individual vouchers as had been the invariable custom in the Corps. The payroll procedure was, of course, not practicable in

peace time with the necessity imposed by individual dates of discharge. It was therefore necessary for this staff department to begin its paper work well in advance of the return of the brigades. Several difficulties were encountered along this line. The recent law authorizing a travel allowance of five cents per mile either to the point of original muster-in, or to the bona fide home of the man, as he might elect, proved the most troublesome factor. Without exception, the individual elected that point which involved the greater mileage, a natural method of self-determination. Of the bona fide homes, which were selected in one-third of the total cases, many were found to be at considerable distances from railroad lines. Few were within a close radius of railroad centres. The computation of the distances to the bona fide homes proved vexatious and soul-trying. In every instance it was necessary to verify the bona fide home as given by the individual from the official records, no mean task in itself.

The loss or absence of many staff record books in the Fourth Brigade also made payment by affidavits necessary. [This factor was pointed out early in the war when Sergeant Major John Quick, of the Sixth Regiment, advocated that, on arrival in France, all service record books be forwarded by the organizations to some central office well in rear of the lines, where, on receipt of memoranda from the companies, they could be kept up to date and not subjected to loss by sudden moves, shell fire and other accidents of war.]

The loss or absence of Deposit Record Books also made it necessary to make the required abstracts of deposits from the Paymaster's office.

THE PAYMASTER'S INSTRUCTIONS

Upon the recommendation of the Paymaster the orders for the demobilization of the Fifth Brigade, which also governed that of the Fourth Brigade, gave detailed instructions to ensure the accuracy and completeness of all pay and service record data. Eight of the paymasters then overseas were made available for return with the oversea organizations, making one available for each 1500 men. They were ordered to handle the final statements of all men to be discharged. The pay accounts of those men who came under the separate classification of either four-year men, duration of the war men wishing to extend their en-

listments, and the reservists, were assigned to the Post Paymaster at Quantico.

These general instructions were further amplified by separate orders from the Paymaster to the Chief Paymaster in France. They covered such details as to ensure, so far as practicable, that the accounts of the men to be discharged be extended to include the date of arrival in the United States; that accounts be ready and audited for settlement on arrival at the demobilization centres, and that payments in all cases be made by cash unless an individual specified his desire to be paid by check. The paymasters were further instructed that, should they lack sufficient funds or did not have them to their credit with the Treasury Department, they should cable before departure, or radio after sailing, the amount necessary to be placed to their credit. The Chief Paymaster was also directed to assign pay officers equably to returning organizations and, where practicable, that the duplicate payrolls of organizations for the preceding month be made equally available for purposes of audit and comparison. The paymaster designated for the casual troops was directed to pay all returning casualties promptly on arrival for the preceding month, and that all casualties who extended enlistments and applied for furlough, should be paid in full before leaving on furlough.

*why casual
not to be
payable*

It is worthy of note that the only obstacle encountered in the prompt final payment of troops was the difficulty of getting money for the payment of the Fifth Brigade at the Naval Base, Hampton Roads. No bank in Norfolk could advance the sum necessary, and \$1,300,000 in cash was sent down to that point in two instalments under heavy guard from the Treasury Department in Washington.

THE ADJUTANT AND INSPECTOR

Instructions relative to those matters of records, discharges, and other administrative work under the jurisdiction of the Adjutant and Inspector's Department, were prepared by that department after consultation with the Paymaster's Department, and embodied in orders to the brigades issued by the Major General Commandant. This order directed that the organizations be divided, for administrative purposes, into two groups:

(a) Those duration of the war men desiring immediate discharge upon return.

(b) Those duration of the war men desiring to extend enlistment. Four-year men. Members of the Marine Corps Reserve.

The first group retained their organization designation, and the second were tentatively organized into casual companies, one in each regiment or machine gun battalion, capable of immediate detachment from their organizations upon arrival at the demobilization centre of Quantico, and assignment to duty at that post. Authority was granted to give sixty-day furloughs to all men extending their enlistment, and commanding officers were delegated authority to effect the discharge of men without reference to Headquarters in all cases of oversea men who had enlisted between the historic dates of April 6, 1917, and November 11, 1918.

Because of the many technicalities involved, the matter of placing reservists on an inactive status was reserved to the jurisdiction of Washington. Lists of all such men were, however, ordered to be cabled prior to sailing in order that these cases could be handled with despatch. A supply of discharge certificates and extension certificates was forwarded through the medium of the Chief Paymaster. The instructions also covered such points as the required physical examination and record of health at time of discharge to protect both the government and the individual and prescribed that discharges should read to have been directed for "the convenience of the government."

At least one officer of the staff department involved has since stated that the instructions could have been improved upon if the second group, or casual companies, had been allowed to remain unseparated from the first group. This would have obviated the necessity of their transfer to casual companies which in itself entailed their being paid off on new payrolls which required not only the starting of new payrolls, but the creation of a new clerical force to effect the transfer of reservists to an inactive status. The number affected was held to be too small to warrant the method that was followed.

THE WORK OF THE LINE

The units of the Fourth Brigade were somewhat handicapped at the start by reason of their failure to receive direct orders as in the case of the Fifth Brigade, but early decided not to await them but to govern their activities with copies of the Fifth Bri-

which gade orders as their guide. The Fourth Brigade at once faced two troublesome factors. The supply of blank discharge certificates was very inadequate. One regiment surmounted this by abstracting, while at sea, the necessary data on slips of paper for transfer to discharge certificates when the latter would become available in the United States. The other difficulty was the lack of the official tables of distances and the fact that the one available to a regiment was incomplete in many cases. The Fifth Regiment solved this obstacle by despatching an officer ahead to work up the missing data at Washington.

All organizations completed as much preparatory work as was within their power while en route at sea. Books were completed to date with the exception of the date of discharge. Discharges were not made out, as a rule, in the Fourth Brigade because of lack of official data, and payrolls in many companies were not started for the same reason. These factors, however, did not interfere with or delay the actual demobilization.

THE FOURTH BRIGADE ARRIVES

When the *George Washington*, carrying the headquarters of both the Second Division, under Major General John A. Lejeune, and the Fourth Brigade, under Brig. General Wendell C. Neville, arrived in New York Harbor, Lieut. Col. H. R. Roosevelt, the Post Quartermaster at Quantico, boarded her at quarantine and delivered to the Brigade Adjutant blue prints showing the troop assignments and lists showing the billeting capacities of the various buildings.

Following the parade of the Second Division in New York the Fourth Brigade entrained for Quantico. [Instead of the familiar "40 Hommes-8 Chevaux" box cars in which the brigade had been wont to entrain in France,] the troops were furnished with sixteen trains for the movement, one of nine baggage cars and the others of one Pullman and fourteen coaches each. The first train left at 6.45 P.M. on August 8th and the last at 12.01 A.M., August 9th, arriving at Quantico at 1.00 P.M. of that date. The railroad facilities at Quantico were taxed to the limit by this movement as each train had to be turned around and sent back to its home road immediately after the troops detrained. There were no delays as all trains were emptied within six minutes after their arrival.

Del. did
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HANDLING TROOPS AT QUANTICO

To facilitate the work of detraining thirty-six trucks, five Fords, and four ambulances were available at Quantico, and the supply detachment averaged seventeen hours daily work from that date until the end of the 13th. Between the morning of August 9th and midnight of August 11th complete outfits of overcoats, winter field uniforms, hats, shoes, leggins, underwear, and chevrons were issued to the brigade. The reclamation department sorted and classified approximately 52,000 articles, among which may be noted 10,000 olive drab uniforms, 6000 oversea caps, 8000 suits of underwear, 7000 pairs of wrap puttees, 4000 belts, and 7000 pairs of shoes. This was in addition to the salvaged mess gear and equipment. The post tailor shop was also taxed to its capacity in altering, pressing and sewing chevrons and oversea devices on the new uniforms, while amateur tailors were equally busy transferring campaign ribbons and decorations from olive drab to a winter field background. The post laundry and all other branches of post activities also went over the top for new records and the post commissary and bakery handled the feeding of 33 separate messes in order to do their bit.

Requisitions for clothing had already been received from all companies in the brigade and the clothing was ready for issue on the arrival of the first trainload. It is interesting to note that, following the demobilization, twenty-five civilian laborers found employment until August 25th in assembling, segregating and loading for shipment to the Depot of Supplies brigade stores to a total of 33 carloads. The figures reported from the Fifth Brigade are almost identical with those of the Fourth in this and in other respects. The troop movement to Washington for the parade of the Fourth Brigade, however, added to the activities of the Post Quartermaster at Quantico.

REGIMENTAL ACTIVITIES

When the Fourth Brigade passed the reviewing stand in New York and the troops marched on to the point of entraining, the regimental billeting officers turned out of the column and proceeded direct to Quantico. The billeting parties, as was the procedure in France, went out by the first troop train leaving for Quantico.

Immediately on the arrival of troops they were marched to their assigned billets and arrangements made for the issue of clothing. Pay accounts were closed out and final settlements made by the attached paymasters. In both regiments the method followed for railroad ticket requisitions practically coincided. Individual cards were prepared in each company showing the name, rank, unit, destination, and the routing requested. These cards were arranged alphabetically, in payroll fashion and then delivered to the regimental demobilization entraining officer. In the meantime, company commanders, first sergeants, company clerks, and the pay personnel were engulfed in the details of closing out service record books, preparing or finishing payrolls, checkages, final discharges, etc.

The medical examination of all men to be discharged was thorough and conscientious. Before any man was allowed to "sign clear" all his rights and the need for protection of government rights were explained. All doubtful cases were transferred to hospital for further diagnosis and final action. In many cases men who had been wounded were inclined to make light of their disabilities, and especial care was had in such cases to ensure that no summary action or decision was taken that meant their signing away rights to future relief or benefits.

The method by which the men, on their arrival, disposed of their equipment that was to be turned in for shipment to the Depot of Supplies was admirable in its simplicity, and could not have been improved upon. They were marched by companies to empty buildings reserved for the purpose and there deposited in separate piles the articles of equipment down to ammunition clips. Placards showing the articles to be deposited had been already affixed. The first article called for was piled up at the entrance and succeeding articles were likewise deposited along the length of the building, the last one at the door of exit. Combat packs and mess gear were turned in on the following day.

THE BRIGADE PASSES

It had been arranged that the Fourth Brigade should be paid off and entrained in the following order: 5th Regiment, 6th Machine Gun Battalion, 6th Regiment. On August 11 the railroad officials decided that it was beyond the range of possibility to

have tickets ready for the entire brigade so that it could move on the 13th. As the result of a conference, however, inaugurated by the 6th Regiment, ten extra ticket sellers were provided from Richmond, a new office was opened up in the regimental headquarters and work was kept up throughout the night of the 11th. Upon the return of the brigade from the parade in Washington the railroad officials had despaired of being able, even with their augmented force, of handling the 6th Regiment on the 13th. The determination of the regiment to move out with the rest of the brigade, coupled with the resourcefulness and courtesy of the railroad officials, finally surmounted what appeared to be a hopeless obstacle. The plan agreed upon was to entrain the 6th Regiment on four trains on the 13th, not more than 800 men on any but the last train, and to sell tickets from Washington to the various destinations of the men by reserving for them ten ticket windows at the Union Station.

As the conditions differed, therefore, a short summary of the procedure followed by the organizations is given. In the 5th Regiment and the 6th Machine Gun Battalion, as soon as the men were paid off they were marched to improvised ticket offices. They were then regrouped according to their destinations to facilitate the work of the railroads. On the morning of departure battalion commanders formed train groups according to destination and train assignment. These groups were again divided into carload lots, marched to the "spotted" cars, halted abreast of them, and at the scheduled time one-half of each carload lot entered by the forward, and the other by the rear car doors. By 10.30 A.M. the 5th Regiment had been demobilized and entrained. The four-year men and reservists, approximately 350, had been transferred to the 5th Casual Reserve Company, bereft of their old "top" sergeants, and at the doubtful mercy of a newly-made "top" with freely expressed aversions to the handling of, and scornful of the sensibilities of, veteran fighting men.

The first unit paid off and entrained in the 6th Regiment was the First Battalion, payment beginning at 8.30 A.M. on the 13th. Each man, as he entered the pay office, was handed his pay in an envelope, insurance literature, discharge and discharge button. As they left the office two officers directed them to two improvised ticket offices, where they purchased tickets to Washington. The men who were routed to the South via Richmond were

handled as casualties and were sold their tickets at a separate window. Their average per company was ten. As soon as the tickets were purchased the men returned to barracks and packed up, all movements being made regular formations attended by all officers. The first train was scheduled to leave at 11.00 A.M. but was sent away twenty minutes ahead of schedule as the work proceeded with gratifying celerity. The Post Adjutant provided a military policeman at the end of each car, with orders to pass no one aboard without a railroad ticket. Battalions followed in regular order and the time taken by a battalion for payment, packing up, and entraining averaged about fifty minutes.

There was a noticeable feeling of restraint among both officers and men in the famous brigade that increased as the last act of demobilization approached. Even when the men ceased, by virtue of their discharge, to be members of a military unit, the forms of discipline were as scrupulously observed as at any time in the varied and brilliant history of the brigade. They marched to their trains several thousand civilians, but their march discipline was as correct as though they were marching into the line, or moving from one billeting area to another. Discipline had become too ingrained a virtue to be shaken in the least by the sudden transition from Private John Smith, First Platoon, Company A, First Battalion, to John Smith, civilian, and master of his own fortunes. By their subdued demeanor the men showed the deep and lasting impression that the passing of the Fourth Brigade, Second Division, had made on them, and it is needless to state that Major General Lejeune, Brigadier General Neville, and the regimental and battalion officers were as deeply affected by the closing scenes.

WITH THE FIFTH BRIGADE

The assignment of the Naval Base at Hampton Roads, Va., for the demobilization of the Fifth Brigade simplified the earlier stages of the process for that organization, since no rail travel was involved. Preparatory to the arrival of the brigade Major H. N. Manney, as the representative of the Quartermaster's Department, left the Depot of Supplies for that base. A shipment of 30,000 tons of supplies and stores, including camp equipage, clothing, cots, mosquito nets and frames was made by the *U. S. S. Hancock*. The greater part of this shipment proved to be un-

necessary for the following reasons: The brigade had already been outfitted with winter field clothing before leaving France; such articles of camp equipage as field ranges were not needed, as the Naval Base was thoroughly equipped, down to mess gear, for a strength well exceeding that of the brigade. As a result, when the needed articles of clothing were issued, a great many cases were untouched and these, with the camp equipage, had to be reshipped to the Depot.

As fast as the troops disembarked they were met by guides and marched to their assigned barracks, which had an average capacity of two platoons each. Messes were already in operation, transport was available, and the transfer from ship to base was greatly facilitated not only by reason of available accommodations for messing and billeting, but through the active and efficient coöperation made possible by the zeal and courtesy of Rear Admiral A. F. Fechteler, U. S. Navy, and his staff. Such minor difficulties as were incurred through the issue of clothing on the pier, the reshipment of unbroken cases, and the transfer of unissued articles in broken packages from the pier to the brigade storehouse, and the unsatisfactory work of civilian laborers were trying but unimportant.

Since the Fifth Brigade had secured enough blank discharge certificates before sailing to carry out its paper work more satisfactorily than its sister brigade, the only difficulty experienced along this line was due to lack of facilities aboard ship for clerical work. To illustrate, however, how a seemingly trivial miscarriage of administration blocks the best-laid plans, it might be well to mention one that fell to the lot of the Fifth Brigade. In order that men might receive their full mileage allowance from the point of demobilization to final destination, information was requested by cable as to the actual mileage from the Naval Base to Norfolk. This information was not supplied and could not be made available until the brigade actually arrived in the United States.

The process of demobilization on the 13th, a date that is indelibly interwoven into the history and vicissitudes of the Fifth Brigade, was completed for both the 11th and 13th Regiments and the Brigade Machine Gun Battalion. The only hitch in the day's work was due to the failure in one organization, namely, the 11th Regiment, to circulate to all company commanders of the organization

(From who?)

(Hand on 11th)

the details arranged for the entraining at the Naval Base. Due to this error a number of discharged men were sent into Norfolk with their transportation, and upon arrival of the trains at the Base it was necessary to locate the men and effect their return to the Base. This, however, did not mar the successful demobilization and entraining according to the one-day schedule.

The excellent messing arrangements and quarters contributed much toward the comfort of the troops. Adequate motor transport, recreation provisions, and the hearty cooperation of the naval authorities proved a great aid to the efforts of the brigade, regimental and battalion officers, and the happy combination crowned the demobilization of the Fifth Brigade with complete success. And, of course, the Fifth passed out of existence to the familiar strains of "Sweet Adeline," the battle hymn of Brigadier General Smedly D. Butler and his splendid organization, which, denied the fortune of combat, tackled with characteristic spirit the many and exciting duties that were allotted to it in France.

DOMINICAN SERVICE

BY COLONEL GEORGE C. THORPE, U. S. MARINE CORPS

IT seems scarcely necessary to remind readers of the MARINE CORPS GAZETTE that the government of the Dominican Republic is administered by representatives of the Navy Department of the United States. The government is known officially as the "Military Government of the United States in Santo Domingo." The sovereignty of the Dominican Republic has not ceased. The functions of that sovereignty are *administered* by representatives of the United States.

The organization of the Military Government consists of a Military Governor with a cabinet of American Naval and Marine Officers.

Speaking of the years 1917-1919, the cabinet included the following:

(1) Minister of War and Marine: The senior marine officer present (commanding the Second Brigade, U. S. Marine Corps) was at the head of this ministry. He *ex officio* was at the head of native troops, coast guards vessels, and police and was charged with the administration of internal affairs, such as provincial governments, city governments, pacification, etc. As commanding officer of the Second Brigade of Marines he officiated quite outside of his jurisdiction as minister of war and marine.

(2) Minister of Foreign Affairs: Colonel Rufus Lane, A. A. and I., U. S. Marine Corps, administered this office. He was charged with negotiations with foreign governments (including the United States), issued passports, and had jurisdiction of foreign ministers and consuls.

(3) Minister of Justice and Education: Colonel Lane also administered this office. His functions in that capacity are indicated by the nomenclature. The native civil courts of all jurisdictions were within his province. He also was charged with building up and maintaining an educational system.

(4) Minister of Hacienda: Commander I. T. Hagner, Pay Corps, U. S. N., administered this department which corresponds

to the Treasury Department of our government. It has a certain jurisdiction over the Receivership of Customs and, of course, of the expenditure of Dominican funds. He also administered the Food Control imposed during the European war.

(5) Minister of Fomento y Comunicaciones: Lieutenant-Commander C. C. Baughmann, U. S. N., was at the head and had jurisdiction over Public Works, Railroads, Highways, Postal and Telegraph services, and Agricultural Department.

There was a civil governor (native) for each of the eleven provinces. The nature of the government, being military, was such that the civil governors had little authority and few functions.

The governing body of each of the cities was called the *Ayuntamiento* and this was a really powerful body. It levied taxes, appointed municipal officers, had a certain police jurisdiction, and generally governed the city.

The native courts never lost any of their authority through the central government's military control. The judges continued their respective jurisdictions as before the occupation, though, of course, they were subject to removal by the military governor.

Another important office, under the department of justice, was the Fiscal for each judicial district. He combined the functions of prosecuting attorney and sheriff. He had a great deal of power because he could exercise his discretion as to whether he would prosecute a case or not. Furthermore, in civil suits he could delay, or refrain from, executing judgment or levying for execution. So it, in effect, was within his power to nullify any judgment by failing to compel performance decreed by the court.

This brief statement (possibly inaccurate in some minor details) of the general outline of Dominican governmental machinery is necessary to an understanding of the place of the native army, known as the *Guardia Nacional Dominicana*, in the machine.

The *Guardia Nacional Dominicana* is expected to function under the War Department as well as under the Department of Justice. It not only combines the functions of army and police but has some of those of the sheriff. It is organized and trained and administered upon military principles. As a small army it fights battles against insurgents; as a police force it hunts down criminals, especially in the rural districts; it operates in the rôle

of sheriff in serving summons and other judicial writs and in furnishing guards at court sessions. It also has some connection with the Sanitary Department in enforcing sanitary regulations, and represents the central government, more or less, in connection with quarantine and immigration.

Presumably the ideal is that the Guardia Nacional shall very widely increase the scope of its activities as it grows in size and efficiency. As the country becomes more settled the Guardia ought to be able to take over some of the duties now performed by United States troops so that the latter may be concentrated at a few important places as a support to the native troops in case they fail to control the situation.

It would seem, also, that the Guardia might take an important part in public works. At present there is a head tax intended to be used for building and improving roads. This tax is collected locally in the districts throughout the country, but is seldom efficiently employed, for there is no machinery for the direction of minor local public works. The Department of Public Works under the central government functions principally in the larger enterprises, such as constructing national roads and government buildings. Many of the provincial trails could be made easily into wagon or automobile roads by grading in a few places and by building simple culverts across narrow shallow streams. A great deal could be accomplished along these lines by employing prisoners. If the Guardia were officered by a large percentage of efficient officers they could direct these minor public works in the provinces. In fact, district commanders might be the representatives of the national Department of Public Works and take charge of all public works in their districts.

As an example of what the Guardia company commander should be it may be permissible to cite the case of the late Captain William Knox (a noncommissioned officer of Marines) who commanded a company of Guardia with headquarters at Seibo town in the Province of Seibo. In the first place, he disciplined his company and set them a good example in personal conduct. He was upright and energetic. In a very short time he had a fine company. His native troops highly respected him and were devoted to him. He took a lively interest in the welfare of the people of his district and showed them how they could improve their conditions by utilizing means at hand. The people, once

convinced of his interest in them, were glad to follow his leadership. While he was in Seibo Province a large number of new farms were started. He used prisoners for building roads, and even induced the native residents to get out and work themselves on the roads. He succeeded in rounding up the few bandits that remained in the hills because the people were on his side and gave him information and otherwise coöperated against the criminal class. He proved his understanding of native psychology in taking an interest in and in promoting their social festivities. When he was finally murdered by some criminals the whole population mourned him as a martyr. His death was a great loss to the cause of good government and native progress.

There were other Marine noncommissioned officers, as well as commissioned, acting as Guardia officers or as a part of the Marine Brigade, who did splendid work. As they are living it would not be conventional to mention their names. But the manner of their work may be illuminating.

One commissioned officer of little experience was stationed, with a small detachment of marines, in a remote part of a disorderly province. He soon convinced the people of his sincerity and he showed that he appreciated their needs in the matter of government. He was their leader in correcting the evils of their self-government. Small taxes levied by local governing boards were used for the public good. Just fines were imposed and collected. Grafting was suppressed. The people saw that this young representative of the military government was acting in their interests and that the bandits and criminals who had been trying to control affairs were their real enemies. So native officials vigorously aided in the capture of criminals. The latter soon realized that popular sentiment had turned against them and they disappeared from the province. In a remarkably short time that province became the most orderly one in the country. The leading people of that locality sent urgent letters to the capital asking that the young American who was responsible for their good government and prosperity be left among them permanently. From the tenor of their letters one would judge that the people wanted him as their permanent leader.

A company of Guardia under command of a captain who was a Marine noncommissioned officer later took the place of the detachment of marines in the last above-mentioned province. This



NATIVE-BUILT BARRACKS AT DOS RIOS, D. R.



ANCIENT GATE OF WALL SURROUNDING SANTO DOMINGO CITY



NATIVE-BUILT BARRACKS IN SEIBO PROVINCE, D. R.



RUINS OF COLUMBUS' PALACE IN SANTO DOMINGO CITY

captain was an upright, clean-cut young man, also much in earnest. He maintained good discipline in his Guardia company and continued the work of his predecessor. Incidentally, this case may serve to illustrate that it takes character and courage to hold such a position successfully. There the young officer is the only man of his own race, a good day's march distant from support of his own people, depending entirely upon the loyalty of his native troops, living in a wild country in the foothills where the only law that is understood is the law of force and where there is a considerable element of the population without property, believing that they profit more from disorder than from order—an element always ready for pillage, rapine and murder. This isolated officer's own safety depends entirely upon his closest attention to duty. He must maintain the strictest attention to discipline in order to keep his Guardia troops from losing their character among the good people, and he must keep his scouting up to date to be certain of conditions in the wide radius of the surrounding country. His own conduct must be such as to command the highest respect of the community as well as of his own troops. At the same time his troops must be convinced of his sympathetic understanding of them. I was at his post when news came of the death of a Guardia at another place; the deceased Guardia was a brother of one of the Guardias in this captain's company. He sent for the latter to break the sad news. The surviving brother was so overwhelmed that he fell to the floor in convulsions from which he nearly died. The captain's marked solicitation and attention to the afflicted man certainly had a pronounced effect upon the whole company in cementing company cohesion.

These cases are only illustrative of many situations where small detachments of Marines or Guardias stationed in remote parts, under officers who appreciated the welfare of the people and convinced the latter of their sincere aim to aid them in good government and in maintaining law and order, accomplished wonderful results. In fact, as a whole, the occupation of Santo Domingo has been a remarkably fine achievement. It is a large territory of mountainous and mostly densely wooded country that has been ungoverned or misgoverned for centuries. Murder has been the principal crime and lightly punished. At the beginning of the occupation there were some thousands of murderers fugitives

from justice. They alone made a fine nucleus for insurrections; with slight aid from corrupt politicians or other interests opposed to the military occupation, they could easily form a raiding party that terrorized the inhabitants of a section. They knew the innumerable mountain and forest trails and so could cover themselves from pursuit. Manifestly the two thousand Marines on duty in Santo Domingo could not occupy more than a small part of the important sections. They had to be distributed wisely and to be worked intensively. Fortunately, uprisings occurred, usually, only in one part of the country at a time. The young officers who pacified the western part, principally through wise administration, did their work so well that the western provinces could be left lightly held (as to troops), so that concentration of troops became available to settle the eastern part.

With this presentation of the nature of the Dominican task and noting the general characteristics of officers that have produced good results, we may say that the qualifications of a company officer in the Guardia Nacional Dominicana should be:

(1) He should be 100 per cent. American. It is presumed that it is highly desirable to cultivate good relations with the Dominicans so that they will be loyal to the American Military Government as long as it may continue to administer the affairs of the Dominican Republic. Furthermore, it is important to cultivate good relations that will endure after the American occupation has ended. It ought to be rather easy to accomplish that mission because a large part of the leading Dominicans really believe that the American Government is actuated by altruistic motives in its control of the Dominican government. The common people throughout the country are naturally hospitable and friendly. But they are remarkably ignorant, as one is frequently told by educated Dominicans. And so these ignorant country people are an easy prey to all classes of propaganda. They will believe anything that is told them until they are told something else. They are easily converted to a new belief. For example, when enemies of the Military Government told the country people that the Americans intended herding them all to the coast to be embarked and sent to fight the Germans, the story was widely credited and was a considerable factor in aiding the insurrection. Germans were responsible for this class of propaganda. Germans are scattered all over the country and have an important influence in

business intercourse. They are naturally inimical to Americans and so are obstructionists in reference to the government. Their prestige is great. While we are at the task of governing a foreign people we should give them the best we have of our own kind—a distinctly American representation. Since the occupation is characterized as American it should be American in fact. No Marine should be given a commission in the Guardia who speaks English with a foreign accent or otherwise gives the impression that he is not thoroughly American. Lest the meaning here may not have been made entirely clear, or lest it might be thought that the contention has no practical value, an example in point may not be amiss. During the campaign against insurgents in eastern Santo Domingo in 1918 one Marine, who spoke Spanish fluently and was thoroughly understood by the provincials, stood particularly well with the natives. He spoke English with a strong foreign accent and did not look at all like an American. He was either Mexican or of Mexican parentage. Now, the Dominicans who liked him said, "But he is not an American." By a subconscious mental process they were fond of this American soldier, who was not a real American, *because* he was not a real American. As a matter of fact, they liked him because they understood him; *because* he made himself understood; *because* he spoke their language. And that brings us to the next qualification:

(2) The officer should speak Spanish. It is utterly impossible for two people of different races to understand each other if they cannot exchange thoughts directly by conversation. We all know how desirable it is to "have a heart-to-heart talk" with the fellow that we want to do business with or the fellow we want to do something for us or, even, with the fellow we want to do something for. A formal communication, for instance, is scarcely satisfactory. And from the interpreter, Good Lord, deliver us. Let us suppose, for a moment, the case where the Guardia officer does not speak Spanish. He is stationed, say, in some town far in the interior of a province. He takes a stroll into the public market to see how things are going. A native speaks to him and he does not know whether the native is asking him if he thinks the price of cacao will rise, or if he is merely predicting good weather. He can only grin and shake his head. He must look more or less like an idiot to the native who has not the habit of placing himself mentally in the other fellow's place and asking

himself how he would look if the American asked him something in English. The native naturally expects people to speak his language—the language of the country—and anyone who does not speak it looks to him like a decidedly ignorant person. Or, we will say, that a countryman comes to the officer's office on business. The officer gets an interpreter, if he can. The process of translating questions and answers, even if accurate, is laborious and slow, and is cut short to the merest necessities of the situation. And so the officer misses a chance to really exchange ideas with the visitor and misses a chance to send back into the country a proselyte for what the officer represents. Again, suppose the officer is on reconnaissance in the hills or in search of fugitives from justice. He comes to a shack and asks the inmates if they have seen so-and-so. (We assume that, even though he does not speak Spanish, he can, at least, exchange greetings and ask if the enemy has been seen, in the *idioma del pais*.) The native is fundamentally as inclined to be indirect as the American is to be direct. He will naturally suspect trouble and will invariably deny that he has seen so-and-so. The American, being naturally direct, will promptly ride away. But suppose he can converse in Spanish. He sits down at the house and talks about everything except so-and-so (whom he seeks), and establishes cordial relations. He gets the children of the family into conversation. Children like to tell what they know. In due time they tell about the criminal who changed horses in the *potrero* back of the house an hour earlier. The cat is out of the bag. Or possibly the head of the family, or his wife, will warm up to the conversation and will tell what they know. An officer out in the Dominican provinces without a conversational knowledge of Spanish is about as well off as if he had a sack tied around his head.

(3) He should be indoctrinated with Pan-Americanism. Our government, in coöperation with the other governments of the Western Hemisphere, maintains a large and important organization known as the Pan-American Union, representing twenty-one American republics. "It is," to quote from its own announcements, "devoted to the development and advancement of commerce, *friendly intercourse*, and *good understanding* among these countries. It is supported by quotas contributed by each country, based upon population. Its affairs are administered by a Director Gen-

eral and Assistant Director, elected by and responsible to a Governing Board, which is composed of the Secretary of State of the United States and the diplomatic representatives in Washington of the other American governments. These two executive officers are assisted by a staff of international experts, statisticians, commercial specialists, editors, compilers, librarians, clerks and stenographers. The Union publishes a Monthly Bulletin in English, Spanish, Portuguese and French, which is a careful record of Pan-American progress. It also publishes numerous special reports and pamphlets on various subjects of practical information. Its library, the Columbus Memorial Library, contains 40,000 volumes, 25,000 photographs, 160,000 index cards, and a large collection of maps. The Union is housed in a beautiful building erected through the munificence of Andrew Carnegie and the contributions of the American Republic."

There really should be a substantial *liaison* between this great organization and all military representatives in Latin America. The subordinate officers scattered out over the provinces are the ones who really come in contact with the people and the formation of the nation's opinion is largely in their hands.

(4) He should have a strong heat-proof character. It is of the greatest importance that the enlisted men who are given commissions in the Guardia Nacional should be of excellent character, because the conditions under which the Guardia officer serves have a greater tendency to bring about corruption than have average conditions surrounding his own service. It is rather well recognized, as a social and as a psychological proposition, that people are more apt to react abnormally in a foreign atmosphere than in surroundings to which they are indigenous. In story and song the Anglo-Saxon has kicked over the traces in the tropics and beyond Suez. Nor is the Frenchman spared this fickle reputation, as witness the story of "Mariage de Loti" by Pierre Loti. The heat of the tropics necessitates a lessening of the personal tension which, in turn, induces laxity which, in time, is apt to undermine character. So the Guardia officer should start out with a character strong enough to allow some margin of wear and tear without breaking. He will be off away from immediate supervision of superior officers, entrusted with financial responsibility, not only as to company funds, but in various other ways; he will be in a position to tempt persons who

desire unwarranted privileges to offer him favors or graft. He must be strong enough to resist all forms of corruption.

(5) He should be free from racial prejudices. Santo Domingo is a mulatto's country. A great part of the population are black people. A very large part of them have really African skins and Latin minds and do not regard themselves as negroes. Practically all native Dominicans have colored blood. But the country is theirs and the government is theirs. The United States is there, professedly and actually, to *administer their government for them*. All the officers of that administering government in Santo Domingo must, to be successful and fair, be sympathetic with native interests and, therefore, with the natives themselves. The officer cannot accomplish that end if he assumes a supercilious attitude.

(6) In Santo Domingo, officers of the Guardia must be men whose minds are broad enough to appreciate the other fellow's point of view. For example, in the matter of games. The Dominican is fond of cock-fighting. That is disgusting entertainment for Americans. Our first inclination is promptly to legalize cock-fighting. We favor prize-fighting. No doubt we are right and that cock-fighting should not be. The way to accomplish that is by the process of substitution instead of elimination. If Guardia officers can show the native something better than cock-fighting he will not be very slow to adopt the improvement. The officer will get his troops and other natives interested in baseball, tennis, and other athletic games, which are not only more entertaining than cock-fighting but more improving, and gradually the native will prefer these pastimes to the chicken affair. By legalizing cock-fighting it is made a forbidden fruit and so the more desirable. If the Guardia officer makes a fine company of his men, he and they will gradually monopolize prestige and what they do will become fashionable. Their games and pastimes will be imitated. Natives, of their own accord, will relegate cock-fighting to the past.

(7) Guardia officers must, of course, be sufficiently educated in English composition and arithmetic to administer the affairs of their units.

(8) They must also be able to instruct their men in military drill, and in the care of themselves and their shelters.

(9) They should have sufficient understanding of military

engineering to enable them to represent the Department of Public Works, to build bridges, roads, etc.

(10) They must be of rugged health and able to march well.

These are not severe requirements, but they will not be found to exist in men selected at haphazard. They can be met most easily by having a special school of training therefor.

As the task of supplying these officers presumably falls upon the Marine Corps, Headquarters should either adopt these, or formulate other requirements, and then state the mission of the School for Dominican (or Tropical) Service to be the preparation of officers to meet the prescribed requirements. The school would give a course in Spanish, Field Engineering, American and Dominican History, and Doctrine. It would establish *liaison* with the Pan-American Union so as to utilize, in an advantageous way, conclusions reached, as to Latin-American situations, by Director General John Barrett's organization.

It would seem that it would be a fine thing if troops in the tropics, and especially in the Dominican Republic and Haiti, were told exactly what their mission is. In the first place, it would help if our government could announce its policy in reference to those countries—if it could say definitely what its program was intended to be, so that its representatives out among the people of these countries could tell them exactly what our government conceives its mission to be there. Uncertainty is always unsatisfactory. Men can face a very black future if they but know what it is. But an uncertain future, even with bright possibilities is annoying and unsettling.

It would be a great asset to the progress of the Dominican Republic if its political future was definitely known. Uncertainty as to its future government makes, of course, for great uncertainty in property values. At present only powerful corporations dare start any enterprise in that country. They must be powerful enough to stand against any probable native government. But a small proprietor must count upon law and order flowing from the general laws of a stable government. Land values are now almost nil because land titles are uncertain. It is said that the welfare of mankind depends upon the fullest possible production from land: the more produced the more there is for subsistence. If this is so, it is quite immoral to retard productivity.

Hence it is the moral duty of the government administering the affairs of the Dominican Republic to stabilize that government so as to facilitate land cultivation.

The climate of Santo Domingo is remarkably fine—favorable to human life and to agriculture. The soil is tremendously rich. It will produce almost any kind of crop. It produces a great variety of delicious fruits in a wild state without cultivation—many fruits that are unknown in American markets.

But a small part of the territory is cultivated or even inhabited. One may ride days over beautiful verdant, rich country without seeing more than about one house a day.

As a resort for the tourist it should be the finest place in the West Indies; it needs only hotels to make it so.

The Marine Corps has it within its power to contribute in the most decided and important way towards making the Dominican Republic the finest place in the West Indies—both for the native and the American settler or tourist. It will meet that mission very largely by sending the right kind of officers, properly instructed, for detail to the Guardia Nacional Dominicana.

THE TRAINING OF A NATIONAL MATCH TEAM

BY MAJOR W. D. SMITH, U. S. MARINE CORPS

THIS article is an attempt to explain the system of organizing, training, and finally selecting a National Match Team, and especially the team which represented the Marine Corps in the Matches of 1919.

Many officers, and perhaps men have believed that the shooting game, at least as far as the Corps was concerned, was confined to a chosen few and that no one who was not one of the inner circle had a chance. This year, above all others, has certainly proven the absurdity of such a conclusion. The various shooters who came to Quantico, Virginia, for the Marine Corps Competition were selected on scores alone, made in the various Divisional Competitions throughout the country and abroad. By following this wise method, the Inspector of Target Practice at Headquarters gathered together the best shots in the Marine Corps. Heretofore we have relied on previous records as shown in the service record book and on recommendations of various Commanding Officers regarding the shooting ability of certain officers and men in their commands, which, of course, was more or less guess work.

The very important duty of selecting the Rifle Team squad falls to the Inspector of Target Practice, the Team Captain and the Team Coach after the final competitions. Several considerations enter into the determination of this problem. From the group taken along for training must be selected the twelve who are entitled to represent the Corps in the National Team Match; how large should this group be? How long should be the period of training before the final selection of the twelve, and the date on which the matches are scheduled to take place? These are questions which puzzle the very oldest team captain and coach. The team squad should and must be of a size which can be readily handled so that day by day in the course of training the work of each man comes up clearly and definitely in the minds of both the team captain and the coach. It is certainly impossible to keep close observation on a squad of one hundred. We came to

the conclusion this year that thirty-six shooters were quite sufficient. This gave us three teams of twelve each. We then had to decide which thirty-six men we desired to take with us as a team squad. Should it be the high thirty-six in the final Marine Corps Competition? Not necessarily so! Hasn't every one seen officers and men, too, who couldn't possibly get along and be thoroughly congenial with their fellows? Hasn't every one also seen those whose temperaments made them totally unfit to bear up under a strain; who were happy when everything was lively, but were hard losers if the opposite were the case? Do we not also know those who are continually telling us how they failed, and giving whys and wherefores and other alibis for lack of success? These and many other little questions arise when the team captain and coach go over the list after the final competition is completed. In brief the squad must comprise the thirty-six who are mentally, morally, and physically the best; it must be composed of congenial spirits who will pull together; and every officer and man must be loyal. If there is a doubt about any candidate in any of these respects, his name must be scratched, regardless of how well he can shoot. Of course, mistakes may be made, since none of us is infallible. It may be necessary to drop an individual or individuals at a later date, since no squad can afford to have internal dissension. One growler or a discontented member will ruin the efforts of all the rest combined.

The training period in past years has been from three to four months. This, however, is almost too long. Candidates for a rifle team are not unlike football players, or any other athletes, for that matter; if you keep their noses to the grindstone too long the work becomes tiresome, monotonous, and tedious. Development should, to be perfect, follow an ascending curve and the high point should be reached just while the team is competing for the National Match Trophy, so that all pull their strongest at the finish. After our experience this year, when we were more or less forced to make the training period short, due to circumstances which no one could control, we believe that from five to six weeks is ample time to whip the average shot into National Match form if he has it in him.

During the first few days of the training period the candidates shoot individually so as to become accustomed to their new rifles, the scores being more or less discounted. The team captain and

coach draw rifles and likewise shoot over the National Match course, so as to keep in touch with actual conditions. The scores are posted in the daily bulletin and the totals in a team record score book. The record of each individual is kept on a sheet of cross-section paper, and as the daily scores are made at the various ranges this record shows in graphic form how the individual in question is gaining or losing in his efforts toward a perfect score. The beginning of the second week of the training finds the candidates paired one with another, the first pairing usually being made by the candidates themselves, subject, of course, to changes later by the team captain. An additional cross-section sheet is used to show the total score over the course made by each individual and the score of partners in each pair, one score in red ink and the other in black, so that at a glance one can readily see if the two are pulling together or apart. A daily standing of pairs is published and at the end of the week a weekly average standing is shown on the bulletin board, so that each member of the squad sees for himself just how the pendulum is swinging.

Daily conferences were found most helpful and beneficial to all. They were open meetings, usually held before the afternoon work, and after the team captain or the coach made a brief résumé of what faults or weakness had been noticed, any member of the squad was permitted and, in fact, was especially invited to make remarks, criticisms, or suggestions, which were or were not seriously considered, depending on their value. There is one point which the team captain must drive home forcibly to all; that he is the boss, and what he says must be carried out to the letter.

It was decided that after the last shot was fired for the day the officers and men might go and come as they pleased, but they were cautioned to be moderate in everything and that at least six hours' sleep was absolutely essential. The shooters should be put on their honor; any breach of trust can be readily discovered and the offenders should then be gotten rid of. One great factor which perhaps did more than anything else toward making the team this year a success was the absolutely loyal support given to the team captain and coach by all members of the squad. It was not only an honor, but a decided pleasure to command such a squad. Every one had his shoulder to the wheel and concentrated his

efforts in the right direction. Under such circumstances we could not fail.

There are many inside questions, which must be fully considered and definitely answered and decided during the course of the training period. It is a well-known fact that a barrel will wear during the course of firing day after day. Metal fouling will accumulate. What is to be done about it? In years past we have used what is commonly known as "Ammonia Dope" and have cleaned after 10 or 20 shots. In recent years it was decided to use grease, a heavy mobilubricant, on the bullets, and not dope at all. We played safe this year and broke in new rifles in time for the National Match so that our team entered the competition with rifles which were well greased to the number of some 500 or 600 rounds. We never touched the barrel until week ends, and then a greased rag was pushed through from breech to muzzle and pulled back, great care being exercised to prevent the cleaning rod from scraping the lands, especially at the muzzle. Every evening the stocks were oiled with a solution of turpentine and linseed oil to prevent warping, and each rifle was carefully put away in a cover. If any shooter felt that his rifle was not holding up properly he was issued a new one at once. The rifles, of course, were carefully calibrated and gauged prior to being sent to the team. We also took along with us some 40 telescopic rifles which were used on one or two occasions to improve the holds of the shooters. There comes a time in the course of practice with a team when certain individuals, perhaps all in the squad, will get careless and will assign failure to keep in the bull to wind variations, when a large part of it may be due to an indifferent pull or a loose hold. It is surprising how many believe they are holding steadily and getting each shot off the same until they have had some telescopic practice. Then they really and truly understand that, "all is not gold that glitters."

Knowledge of mirage, or the ability to dope the wind, is an essential factor in developing a team shooter. This year the National Match rules permitted coaching in team matches, but in the past years the two shooters on the line had to work out their own salvation. In all individual matches the shooter must do his own "doping," and in some instances the wind will change from right to left in a second's time. In order to give the new man a chance to learn mirage, we held 'scope drills on the flank of the

firing line, older shooters calling the changes as they occurred. Eventually an older man was put in between the pair on the line so that the new shooters could get the value of his training and learn to read mirage. No one can say for a certainty that a wind has increased or decreased (whatever the case may be) to any fixed amount. One learns from experience to guess and, as with everything else, constant practice makes more perfect in this guessing contest. Old shooters often growl about changing lights in addition to the mirage. We adopted the method of aiming into the objective, which eliminated all these very annoying features. If you aim, or endeavor to aim, at a definite line, say the bottom of the bull's eye, seeing as a great many do, what is known as a "line of white," as long as the light remains even, you may be successful; but suppose the light changes; it has been overcast and the sun shines, with it the mirage gets heavier, that once definite edge of the bull's eye begins to dance, where, then, do you suppose you are aiming? On the other hand, if you bring your line of sight through the bull's eye, and, as the objective is about to disappear, exert your final squeeze on the trigger; you will be more than surprised at the very even elevations under all conditions and the marked improvement in your scores. This sounds radical, no doubt, almost, one might say, like "snap" shooting; you will not like it the first day you try it, perhaps not the first week, if you have the interest to try it that long, but in the end you will adopt the "bull's-eye hold."

The new man must learn to use the vernier or the micrometer, preferably the former, and all elevations are recorded in the individual score book as so many minutes, not yards. Sometimes it is well to use the military reading in yards as a check until the shooter is more familiar with this instrument for setting sights. All candidates must be taught to keep a score book, to plot shots, and to record changes as they occur; this is most important, not only for themselves but for their partners. Each shooter is issued a telescope, such as the "Lord Bury" type, for use in detecting the mirage or "doping" the wind. We adopted the ordinary camp stool as a rest for this telescope between the legs of the stool. The camp stool served two purposes: in addition to using it as a telescope rest, the shooter had something to sit on while waiting his turn to shoot. The average telescope rest is more or less unsteady in a strong wind, and also too complicated

to set up readily on the firing line, much time being lost in getting ready to shoot, which in a team match, is charged against the total time allowance.

Another very important consideration for every team captain is the selection of the place to train. An excellent scheme is to find a range at a convenient distance from a city, where the winds blow all the time, and change direction and force frequently. In this connection it might be stated that the 1919 Marine Corps team trained at the Navy Rifle Range, Wakefield, Mass. Those in charge of this Rifle Range coöperated with us in every possible way, and our short stay there was most agreeable and pleasant. As some very well-known rifleman stated a few years ago, "A team that trains at a range similar to Wakefield, Mass., will not be far from top in the National Match." The 1000-yard range at Wakefield is without a doubt one of the most difficult, if not the most difficult, in the country. There is something new every day for the shooter to combat. The range is ideally situated in a pine grove, cool at night and warm in the day time during the summer months, and just far enough from Boston to keep the candidates from being tempted to make a trip to the city every evening.

The daily schedule of practice compelled us to start firing at 8.00 A.M. We were usually through for the morning at about 11.00 o'clock, sometimes as late as 11.30. The afternoon's work began at one and ended not later than 4.30. Every shooter had so many rounds to fire, and when not actually shooting he was either keeping score or coaching. The National Match course this year consisted of 20 shots at 200 yards, 10 kneeling from standing, time limit, one minute, the second string of 10 shots being fired in the sitting position, first assuming the standing position until the "B" target moved upward. At 500 yards on a "B" target 20 shots were fired, 10 prone, 5 kneeling, and 5 sitting, all slow fire, and at 1000 yards on the "C" target 20 shots prone. At a glance it will be readily seen that 1000 yards was the hardest proposition. We all made up our minds that the match would, or should be, nearly even up until the third, or last stage. Nevertheless, rapid fire at 200 yards could not and must not be neglected, the form once acquired must be retained, and constant practice was the only thing that would achieve the desired results. We solved the problem by firing on alternate days double our usual

amount of ammunition at 1000 yards and at 200 yards rapid fire. There was no certainty that the 1000-yards stage of the National Team Match would be fired in the morning or afternoon light, so we daily changed our schedule to give us both conditions. We worked in the rain, fog and sunshine, being careful, of course, to see that no one suffered any ill effects. Every officer and man in the squad was issued a long sleeve woolen undershirt, medium weight, and a pair of heavy hob-nail shoes (Army type). The undershirts not only absorbed the perspiration and thereby prevented colds, but the weight of the shirts protected both the elbows and the shoulders in addition to the protection afforded by the pads on the shooting blouse. We adopted an elbow pad this year which covered almost the entire sleeve of the blouse from armpit to end of cuff, not quite joining around the sleeve so that the arm might bend freely. We found this served not only to insure the point of the elbow always being on the pad, but also to help hold up the sling on the arm without pushing the keeper down tight on the muscle. Pressure of the keeper on the muscle contracts the large artery in the upper part of the arm, and causes frequently a distinct pulsation while aiming, which naturally moves the rifle to a greater or less extent.

It was found, also, that the guard screws, especially in new rifles, when removed were covered with oil. We wiped not only the screws but the recesses with gasoline, then dipped the screws in water, put them back and by the next morning they were rusted in hard and fast. On one occasion the head of a screw was broken in endeavoring to remove it after it had been treated in this fashion. Under the rules, no rifles could be changed in any particular; they were to be used as issued so far as the trigger pull, bolts and bolt stops, etc., were concerned, but this rule did not prevent us from cleaning thoroughly any or all parts of the rifle and putting them back in place.

So far as the use of grease on the bullet is concerned it was found that a very light coating just to the neck of the cartridge case was most satisfactory. All ammunition was examined carefully when greased, special attention being paid to the point of the bullet. Invariably a decidedly blunt nose bullet would drop low and, of course, any marks or scratches on the jacket of the bullet might give very serious results.

In years past we have gone to considerable trouble to have

the eyes of each candidate of the team examined, shooting spectacles made and fitted to suit each case. In recent years this practice has been abandoned. If any one has weak eyes, the fact will soon show for itself, and the scores will tell the tale. We did get each shooter a small magnifying glass so that he might check more accurately the setting of the wind-gauge from time to time. This may seem rather fancy, but as a matter of fact, where a quarter of a point change is only about the width of a line on that scale, it is very easy to make a mistake which cannot always be detected with the naked eye.

There are many ways and means of accomplishing practically the same results—those just outlined do not begin to exhaust the very interesting subject of team shooting. The shooting game is a large and open sport. One really must be almost a crank to appreciate it fully. Nevertheless, all of us must certainly realize, if we stop to consider, that the time and energy spent in developing a National Team is by no means wasted. There hasn't been an officer or man yet, who has had the opportunity to accompany any rifle team squad, who has not been an enthusiastic advocate of small arms practice thenceforth. The sole object of National Matches in this country is for the promotion of small arms practice and the development of a country of riflemen. By sending a representative team each year, we necessarily compel men, not only in the service, but in every State in the Union, to devote time and labor teaching the rifle game. Thus we help to spread the gospel broadcast. Any man can *aim* and *shoot*, but we want those who can go one step further and *hit*.

POST EXCHANGE NOTES

BY MAJOR H. S. GREEN, U. S. MARINE CORPS

THE Post Exchange of the present day is the outgrowth of the old Post Trader's store, or Sutler's store of the days when the Service was young. In by-gone days every military post or reservation had its post store, and the post trader did a general merchandise and banking business for the officers and men of the command. Usually goods could be purchased from the post trader slightly cheaper than from outside dealers, and in return for the privilege of locating inside the reservation a percentage of the profits of the post store was turned over to the various messes for the benefit of the enlisted men. The post trader not only sold tobacco and merchandise but also light wines and beer, and would lend money to those he could rely on, always, you may be sure, getting good interest on his loans.

The business of post trader became so lucrative that at last it was decided that greater benefits for the men could be obtained if the post store was officially recognized as a government institution and placed under the management of a competent officer. The post store then became known as the Canteen. During the early days of its existence there were no very definite regulations regarding its management, nor were there any fixed rules covering the system of bookkeeping to be employed. Every canteen officer used his own ideas of accounting, or adopted those of his predecessor. The assistants of the canteen officer were enlisted men, and owing to the lax manner of accounting and the very slight knowledge of business methods of the average canteen officer, it was rather an easy matter for a dishonest employee to better himself financially at the expense of the canteen. If a fair profit was shown at the end of the month's business every one was satisfied, including the Commanding Officer and the Post Council. Very often this profit was what is known as a paper profit, for in those days an actual inventory of the merchandise was not always taken, but instead the amount of merchandise on hand was assumed from the amount of sales made during the month.

After the canteen had been in existence for a few years it was realized that a uniform system of accounting was necessary and a set of regulations was issued by the Adjutant and Inspector's Department and approved by the Commandant of the Marine Corps. Double entry bookkeeping was adopted and rules laid down for the general conduct of the business. A short time prior to this the official designation of the Canteen was changed to The Post Exchange, and the officer in charge became known as the Post Exchange Officer.

The post exchange regulations now in effect are most complete and should be carefully studied by one who is detailed as post exchange officer; but familiarity with the post exchange regulations will not in itself make one successful in managing an exchange. In order to properly conduct an exchange, show a legitimate profit, and at the same time keep prices below those of the merchant on the outside, it is absolutely necessary to thoroughly understand modern business methods in retailing and good judgment in buying.

When one is detailed as post exchange officer the following steps should be taken:

Require a list of fixtures and see if the value agrees with that shown in the Property Account in the ledger.

Verify the list of articles issued by the Quartermaster on memo receipt to the exchange, before receipting for them.

Require the cash book to be balanced and start the cash account on a new page even if taking over in the middle of the month.

Have all ledger accounts balanced and balances brought down.

Personally verify accounts payable and accounts receivable. Have the old post exchange officer explain any accounts that are long outstanding, and look over all correspondence regarding same.

Should credit again be allowed enlisted men, do not accept a lump sum as the amount due from the Paymaster, but check this amount with the individual accounts of the enlisted men.

Do not accept a bank balance. Require a check for the amount shown on deposit. Using this check as a deposit, open a new account in the name of the Post Exchange, but with the signature of the new post exchange officer.

Send letters to all merchants dealing with the exchange to the effect that no purchases charged to the exchange will be honored

unless made by the post exchange officer in person or over his signature.

When the inventory of merchandise is taken the relieving officer should be present and verify the count.

If not already in effect the Commanding Officer should be requested to issue an order that all bills due the post exchange must be paid on or before the fifteenth of the month. This in case credit is again allowed to officers.

If it can possibly be avoided, the steward should not keep the books. Have a man detailed as bookkeeper and do not allow him to act as salesman in the exchange proper.

Require the bookkeeper to strike a trial balance at least every ten days, and at various times during the month all entries should be checked from the cash book and journal into the ledger.

All articles purchased for the exchange should be personally inspected by the post exchange officer, and verified with the invoice, before they are charged up to the steward and store-room keeper. This may be done by an assistant, provided he is a commissioned officer.

All mail addressed to the Post Exchange should be placed unopened on the desk of the post exchange officer and marked by him for distribution and action. In this connection use the following rubber stamp on all invoices covering purchases made in the name of the post exchange:

Invoice Rec'd (date, initialed by post exchange officer).
Goods Rec'd (date, initialed by store-room keeper).
Checked in (date, initialed by officer).
Entered S. R. (date, initialed by store-room keeper).
Ent. Steward (date, selling price entered in steward's acct.).
Bookkeeper (date entered in journal, initialed by bookkeeper).
Paid by check (date and number of check).
Voucher No.

The above makes a permanent and complete record of any purchase, and the procedure is as follows:

When an invoice for goods is received the post exchange officer places the above stamp on the invoice with the date of receipt. He then enters the cost price of goods received in the first column of the Steward's Account book. The Steward's Account book should be a two-column book in order to show both cost and selling prices of all merchandise received. Example:

STEWARD'S ACCOUNT

Oct.	Firm	Cost	Sell
1	Inventory Sept. 30	\$27163.81	\$36407.25
2	Smith & Co.....	271.60	309.
6	Jones & Co.....	42.	50.
8	Coyle Bros.....	40.	Property
8	Jenkins & Whaley.....	12.	Exp.

Should the invoice be for property purchased for the exchange or for an expense to the exchange, a notation to this effect must be entered in the second column. The invoice now goes to the store-room keeper who enters it in the first column of a six-column book kept by him. Example:

STORE-ROOM ACCOUNT, OCTOBER

Firm	Invoice Received	Goods Received	Cost	Sell	Checked	Remarks
Smith & Co. . .	10-2-19	10-6-19	\$271.60	\$309.00	Capt. B.	Property Exp.
Jones & Co. . .	10-6-19	10-3-19	42.00	50.00	Capt. B.	
Coyle Bros. . .	10-8-19	10-8-19	40.00		Maj. G.	
Jenkins & W. .	10-8-19	10-9-19	12.00		Capt. B.	

All goods for the post exchange must be delivered to the store-room keeper and should the goods arrive before the invoice, an entry to this effect is made in the second column of the store-room account. After the goods have been received and proper entries made by the store-room keeper the invoice then goes to the steward, who enters both cost and selling prices in a book kept by him similar to the one kept by the post exchange officer. The steward now becomes responsible for the merchandise at its selling price. The invoice now goes to the bookkeeper who makes the proper journal and ledger entries. When payment is made the date and number of check is entered on the invoice and it is filed as a reference voucher to be used in conjunction with the cancelled check. Before the invoice leaves the post exchange officer's desk he should enter on its face the unit selling price of each article, but he must not enter the selling price in the Steward's Account until the goods have been actually received. After the steward enters the cost and selling price in his book he should take the book and the invoice to the post exchange officer who

will initial the steward's book and enter the selling price in the Steward's Account.

The proper method of figuring the selling price of any article is to add together the percentage cost of doing business and the desired net percentage of profit. Deduct this result from one hundred and divide the result into the cost price. The percentage cost of doing business is found by dividing the gross expenses for the year by the gross sales for the year. The desired net profit in a post exchange is 10 per cent., and the cost of doing business is about 5 per cent.

Tabulated the process is this:

Selling price	100 per cent.
Cost of doing business	5 per cent.
Desired net profit	10 per cent.
	—
Selling cost and profit	15 per cent.
	—
Wholesale cost	85 per cent.

Taking a \$1 purchase, for example, the wholesale cost is one hundred cents, or 85 per cent. of the selling price. Divide one hundred by eighty-five and we get \$1.177 or \$1.18 the correct selling price.

The 10 per cent. profit rule should be made elastic, and a larger profit should be taken in luxuries, such as jewelry, pennants, etc., while less than 10 per cent. profit should be taken on necessities, such as toilet articles, towels, tobacco, trunks, etc. In making special purchases for individuals a charge of 10 per cent. on the cost price should be made and no distinction made between dealings with officers or enlisted men. In taking over an exchange the writer found that certain articles for the exclusive use of officers were listed in the sales room at the exact cost price, and as freight had been paid on these articles by the post exchange they were being sold at a loss to the exchange. This is bound to cause discontent among the men and should not be countenanced. On the other hand, the post exchange officer should never refuse to order any article for a man or an officer provided the payment for same is made in advance.

In buying for the exchange great care should be taken not to overstock. It is a very good rule in the retail business to buy often and in small quantities. Very often a salesman will offer a certain article at, say, ten dollars a gross and will then make a

special offer of nine dollars and fifty cents a gross if the exchange officer will buy twenty gross. At first this looks like a good proposition, but unless the article is a quick and steady seller the saving of fifty cents a gross will soon disappear, for the money thus invested will not be available for any other purpose and will be in the same status as actual cash left in a safe and neither drawing interest nor working for its owner. Another excellent rule is to always try to buy direct from the manufacturer, and if this cannot be done, then buy from a reliable wholesale merchant. Never buy from a retail merchant even if allowed a discount for buying in large quantities. Remember the retailer must make a profit after paying the jobber the same price the exchange would have to pay.

Many wholesale merchants and manufacturers allow an appreciable discount if bills are paid within ten, twenty, or thirty days. These allowances should be carefully watched and advantage taken of them. During the month of September the Post Exchange at Quantico made a net gain of \$955.33 just by taking advantage of all discounts allowed.

In the daily cash collections made from the sales rooms it is an excellent plan to make each day's collections up in the form of a deposit, making the deposit slips in duplicate, the original being attached to the deposit and the duplicate placed on file. These deposits should never be altered; they should be deposited in the bank daily if possible. A certain amount of cash should be kept on hand for the purpose of cashing government checks for officers and men. This cash should not be taken out of the daily deposits.

In order to be a successful post exchange officer it is necessary to take great interest in the work and not go into it with the feeling that the assignment is an unpleasant one to be passed on to some one else as soon as possible. The retail business is a most interesting study and there are many excellent books obtainable on the subject. Many large concerns issue books on business matters which may be obtained free by writing for them. The following are some and have proved a great help to the writer:

"A Better Day's Profits." Issued by the Burroughs Adding Machine Co., Detroit, Mich.

"Where Have My Profits Gone?" Issued by The American Sales Book Co., Elmira, N. Y.

"The Butler Way System Book." Issued by Butler Bros., New York, N. Y.

"Success in Retailing." Issued by Butler Bros., New York, N. Y.

The following books are also very good, but they must be purchased:

"Modern Methods in the Office." By H. J. Barrett, published by Harper Bros.

"Retail Selling and Store Management." By Nystrom, published by Appleton.

"Modern Accounting." By Hatfield, published by Appleton.

"MY SEVEN YEARS IN PORTSMOUTH"

A BRIEF HISTORY OF THE FOURTH BRIGADE OF MARINES

BY MAJOR EDWIN N. McCLELLAN, U. S. MARINE CORPS
OFFICER-IN-CHARGE, HISTORICAL DIVISION, MARINE CORPS

THE Historical Division has been asked to describe the World War operations and other activities of the Fourth Brigade of Marines in a series of articles to appear in the MARINE CORPS GAZETTE. It is yet too early for any Historical Division to place its stamp of approval on a composition purporting to be a close analysis of an event occurring during the war, a criticism from a professional viewpoint of any particular major or local operation, or one that asserts opinions or draws conclusions of an important nature.

It is quite proper and also desirable that books and articles be written that will give the public information about what its military representatives have accomplished, but the expression of opinions, the drawing of conclusions, and the assertion of criticisms, should be left to the individual writers until all available information upon the subjects have not only been gathered together by the Historical Division, but carefully studied without prejudice in favor of one's own organization or any particular individual.

These proposed articles by the Historical Division will be limited to the statement of facts secured in a mechanical fashion from official operation reports, field orders, general orders, orders, war diaries, etc., and will be a mere recital of the movements and positions of troops, and the occurrence of events, while in none of the published articles under its name will opinions, conclusions, or criticisms be expressed, except in a very few instances, where it would appear beyond cavil that such are warranted. It is obvious that even this is but the presenting of an *ex parte* statement which is inconclusive if there exists a conflicting report of another organization.

This first article will give a general outline of the activities of the Fourth Brigade, with some statistics, and while it may be dry reading, it is believed that it is necessary in order that the

articles following, which will describe the operations in detail, will be more readily appreciated.

In order to save repetition it should be understood that the Marine Brigade, except where otherwise stated, operated as a unit of the Second Division, and while it may not always be expressed, the other elements of that Division were present in every operation doing their share of fighting and the work.

The Fourth Brigade of United States Marines was composed of the Fifth and Sixth Regiments of Marines, and the Sixth Machine Gun Battalion of Marines. From June 27, 1917, to the middle of September, 1917, the Fifth Regiment was a unit of the First Division of Regulars. Although the Fifth Regiment was the only organization of Marines in France at the time, the Fourth Brigade of Marines was formed on October 23, 1917, when Colonel Charles A. Doyen cabled acceptance of his appointment as Brigadier General. From October 26, 1917, to August 8, 1919, the Fourth Brigade was a part of the Second Division of Regulars, except from October 20-23, 1918, when the Brigade was provisionally at the disposal of the IX French Army Corps, in the vicinity of Leffincourt. On August 8, 1919, the Brigade was transferred back to the naval service.

On May 29, 1917, in accordance with directions issued by the President, the Secretary of the Navy directed the Major General Commandant "to organize a force of Marines to be known as the Fifth Regiment of Marines for service with the Army as a part of the first expedition to proceed to France in the near future." The Fifth Regiment was accordingly organized at the Navy Yard, Philadelphia, Pa., on June 7, 1917, with Colonel Charles A. Doyen in command, and Major Harry R. Lay, as adjutant.

General Pershing and his staff, accompanied by two Marine Officers, preceded the first expedition to France, sailing late in May, 1917, from the United States.

On June 14, 1917, the first expedition of American troops left the United States for France and the Fifth Regiment of Marines embarked on the naval transports *Henderson* and *Hancock*, and the auxiliary cruiser *De Kalb* (ex-*Prinz Eitel Friedrich*), formed approximately one-fifth of it. The Fourth Group, including the *Hancock*, did not sail until June 17, 1917.

The orders received by the convoy Commander on the day prior to sailing read in part: "A military expedition is to be em-

barked on the above-named transports, augmented by a Regiment of Marines embarked in naval vessels, for transportation to a destination already communicated."

The *De Kalb* was in Group 1, the *Henderson* in Group 2, and the *Hancock* in Group 4; all were part of the escort and not the convoy.

Rear Admiral Albert Gleaves, the Convoy Commander, flying his flag on the *Seattle*, personally commanded the first group, while Major General W. L. Sibert on the *Tenedores* was the Senior Army Officer embarked.

The passage of the four groups across the Atlantic was successfully accomplished without a single disaster, or the loss of a life due to enemy causes.

At 10.15 P.M., June 22, 1917, the first group, including the *De Kalb* was attacked by enemy submarines. The wake of a submarine was sighted crossing 50 yards ahead of the *Seattle's* bow from starboard to port. A few seconds later the *De Kalb* and *Havana* sighted torpedoes and opened fire. Two torpedoes passed close to the *Havana*, and one passed ahead and one astern of the *De Kalb*. The second group encountered two submarines, the first at 11.50 A.M., June 26, 1918, about 100 miles off the French coast, and the second two hours later.

The *De Kalb* arrived at St. Nazaire, France, on June 26, 1917, the *Henderson* on June 27, 1917, and the *Hancock* on July 2, 1917. On June 27, 1917, the Commanding Officer of the Fifth Regiment reported to the Commanding General, First Division, American E. F., and from that date the Fifth Regiment was considered as being detached for service with the Army by direction of the President.

Five hundred negro stevedores had been brought from the United States by the Army to discharge ships, but they were found inadequate for the large number of ships concerned. The Marines relieved the situation somewhat by turning to and discharging their own vessels.

On June 27, 1917, the First Battalion, less the Fifteenth Company which joined the battalion the following day, disembarked from the *De Kalb* and occupied quarters ashore. On this date Lieutenant Colonel Logan Feland joined the Fifth Regiment. On June 28, 1917, the Second and Third Battalions went ashore from the *Henderson* for a practice march, and the following day the First Battalion erected tents on a camp site a short distance out-

side of St. Nazaire. By 8.00 P.M., July 3, 1917, the entire Fifth Regiment was ashore under canvas.

On July 15, 1917, the Fifth Regiment, less the Third Battalion, which remained behind to perform guard duty, and other detached units and officers, proceeded to the Gondrecourt Training Area, and was stationed in Menaucourt and Naix.

On August 1, 1917, General Pershing inspected the battalions at the two towns where they were billeted.

On August 15, 1917, the First Division, including the Fifth Regiment of Marines, was reviewed by its Commanding General on a plateau twelve miles distant from the training area.

On August 19, 1917, General Pershing and General Pétain, Commander-in-Chief of all the French forces, inspected the Marines, as a unit of the First Division. General Pétain congratulated the Colonel of the Regiment on the splendid appearance of its officers and men, as well as the cleanliness of the towns.

Every opportunity was taken advantage of to perfect the Regiment for combat duty, but this work was handicapped by the fact that many units of the Regiment were scattered along the Line of Communications performing duty of a necessary but of a non-training nature. One company and one Battalion Commander left the Regiment on September 22, 1917, for duty in England, and did not rejoin the Regiment until March 11, 1918. Many other officers and men were placed on detached duty.

On September 24, 25, 1917, that part of the Fifth Regiment available for training arrived in the Bourmont Training Area and was stationed at Damblain and Breuvannes.

The following letter dated November 10, 1917, addressed by General Pershing to the Major General Commandant is both complimentary and explains why the Marines were used along the Line of Communications:

Your Marines having been under my command for nearly six months, I feel that I can give you a discriminating report as to their excellent standing with their brothers of the Army and their general good conduct. I take this opportunity, also, of giving you the reasons for distributing them along our Line of Communications which, besides being a compliment to their high state of discipline and excellent soldierly appearance, was the natural thing to do as the Marine Regiment was an additional one in the Division and not provided for in the way of transportation and fighting equipment in case the Division should be pushed to the front. When, therefore, service of the rear troops and military and provost guards were needed at our base ports and in Paris

it was the Marine Regiment that had to be scattered, in an endeavor to keep the rest of the organized division intact.

I have been obliged to detach a number of your officers as Assistant Provost Marshals in France and in England, all of which I take it you will agree with me was highly complimentary to both officers and men, and was so intended. I can assure you that as soon as our service of the rear troops arrive, including a large number of officers and men for the specific duties now being performed by your men, the Marines will be brought back once more under your brigade commander and assigned to the duties which they so much desire in the Second Regular Division, under General Bundy.

It is a great pleasure to report on your fine representatives here in France.

Colonel Charles A. Doyen was in command of the Fifth Regiment from the date of its organization on June 7, 1917, to October 29, 1917; and Lieutenant Colonel Hiram I. Bearss from October 30, 1917, to December 31, 1917. Colonel Wendell C. Neville having arrived on board the *De Kalb* at St. Nazaire, France, on December 28, 1917, reported to the Fourth Brigade for duty on January 1, 1918, and on that date assumed command of the Fifth Regiment, continuing in command until July, 1918.

The Sixth Machine Gun Battalion of Marines was organized at the Marine Barracks, Quantico, Va., by order of the Major-General Commandant on August 17, 1917. The battalion was designated the First Machine Gun Battalion, but on January 20, 1918, after arrival in France, was renamed the Sixth Machine Gun Battalion. On December 14, 1917, the battalion sailed from New York on the *De Kalb*, arriving at St. Nazaire, France, December 28, 1917. On January 3, 1918, the battalion arrived at Damblain in the Bourmont Training Area and began training with headquarters at Germainvilliers.

Major Edward B. Cole was in command of the Sixth Machine Gun Battalion of Marines from the date of its organization until June 10, 1918, when he received a mortal wound.

On August 4, 1917, in accordance with directions issued by the President, the Secretary of the Navy directed the Major General Commandant "to organize a force of Marines, to be known as the Sixth Regiment of Marines, for service with the Army in France," and the regiment was organized as directed.

On September 23, 1917, the First Battalion of the Sixth Regiment sailed on the *Henderson* from New York and landed at St. Nazaire, France, on October 5, 1917. On October 17, 1917, the 73d Machine Gun Company, Headquarters, and Supply Companies,

and Colonel Albertus W. Catlin, Commanding Officer of the Sixth Regiment, with his Staff, sailed from Philadelphia, Pa., on the *De Kalb*, and from New York on October 18, 1917, arriving at St. Nazaire, France, on November 1, 1917. On October 31, 1917, the Third Battalion of the Sixth Regiment sailed from New York on board the *Von Steuben* and anchored at Brest, France, on November 12, 1917. On January 20, 1918, the Second Battalion of the Sixth Regiment sailed on the *Henderson* from New York and arrived at St. Nazaire, France, February 5, 1918, and with the arrival of this last battalion, the entire Sixth Regiment of Marines was in France.

On October 23, 1917, the Fourth Brigade of Marines was organized, with Brigadier General Charles A. Doyen in command. Brigade Headquarters was at Damblain. Brigadier General Doyen continued in command until May 7, 1918, when he published in General Orders No. 5, that he had relinquished command. Major Harry R. Lay was the first Brigade Adjutant, and performed the duties of that office from October 24, 1917, to August 9, 1918, except during the period February 7, to May 8, 1918, when Major Holland M. Smith was Brigade Adjutant.

On October 26, 1917, Brigadier General Charles A. Doyen, U. S. Marine Corps, assumed command of the Second Division as its first commanding General, and announced his staff in General Orders No. 1, with station at Bourmont, Haute-Marne, serving as such until relieved by Major General Omar Bundy, U. S. Army, who announced that he assumed command in General Orders No. 4, November 8, 1917.

Like the Fifth Regiment, the Sixth Regiment spent several months performing the necessary but undesired duties along the Line of Communications. On January 12, 1918, Colonel Albertus W. Catlin established headquarters for the Sixth Regiment at Blevaincourt in the Bourmont Training Area. The Third Battalion arrived in this area on January 12, 1918, the Headquarters units the same date, the First Battalion during January, 1918, and the Third Battalion on February 10, 1918.

Therefore, on February 10, 1918, the Fourth Brigade of Marines was in the Bourmont Training Area intact, with the exception of one company on duty in England, training industriously as an infantry brigade of the Second Division. While the Brigade had been organized on October 23, 1917, and had actually functioned as

First + 2nd
C. G. Doyen
no marine

Second

a brigade with elements of all three of its units present from January 12, 1918, it was not until February 10, 1918, that the Brigade was perfected.

Neither the Marine Brigade nor any other elements of the Second Division was the first American unit to enter the front lines since the First Division enjoyed that honor on October 21, 1917, when it entered the line in the quiet Toul Sector.

The Fourth Brigade remained in the Bourmont Training Area with Headquarters at Damblain, until March 14, 1918, when it commenced movement into sub-sectors of the Verdun front, the first units of the Brigade entering the front line during the night of March 16-17, 1918, with headquarters at Toulon. On April 1, 1918, Brigade headquarters was changed to Moscou. The Brigade remained on the Verdun front until May 14, 1918, when it proceeded to an area around Vitry-le-Francois for open warfare training, with headquarters at Venault-les-Dames. In the meantime, on May 6, 1918, Brigadier General James G. Harbord assumed command of the Brigade, relieving Brigadier General Doyen who had been ordered to the United States on account of his physical condition. Brigadier General Doyen relinquished command of the Brigade most unwillingly, and the reasons for his relief are best set forth in the citation of a Navy Distinguished Service Medal, which will be posthumously awarded to him, reading as follows:

By reason of his abilities and personal efforts, he brought this brigade to the very high state of efficiency which enabled it to successfully resist the German Army in the Château-Thierry Sector and Belleau Woods. The strong efforts on his part for nearly a year, undermined his health, and necessitated his being invalided to the United States before having the opportunity to command the brigade in action, but his work was shown by the excellent service rendered by the brigade, not only at Belleau Woods, but during the entire campaign when they fought many battles.

General Pershing, in a letter to Brigadier General Doyen, stated in part:

Your service has been satisfactory and your command is considered as one of the best in France. I have nothing but praise for the service which you have rendered in this command.

On May 14, 1918, the Brigade left the area around Vitry-le-Francois, as it was unsuitable, and proceeded to an area around Gisors-Chaumont-en-Vixen, with headquarters at Bou-des-Bois.

The Brigade was in this area when sudden orders came to move to the Château-Thierry Sector.

On May 27, 1918, Brigadier General John A. Lejeune and Major Earl H. Ellis sailed from New York on board the *Henderson* and arrived at Brest, France, on June 8, 1918.

In order to ~~understandingly~~ appreciate the importance of the early operations participated in by the Marine Brigade as a unit of the Second Division, it is necessary to remember that in 1918, prior to the middle of July, the offensive was in the hands of the Imperial German Staff, and that between March 21, 1918, and July 15, 1918, the Germans directed no less than five major offensives against the Allied lines in efforts to bring the war to a successful conclusion for the Central Powers. American troops assisted in breaking up every one of these drives, but the Second Division, including the Marines, participated in only one, that in the Château-Thierry Sector.

The first offensive (Somme) of the Germans was stopped within a few miles of Amiens, and the second (Lys) overran Armentières. In this second German offensive which lasted from April 9 to 27, 1918, and which has been designated by the Americans as a major operation, there were approximately 500 American troops engaged.

Then late in May, 1918, with startling success, which brought a corresponding depression to the morale of the Allies, the Germans launched their third offensive west of Rheims, crossed the Chemin des Dames, captured Soissons, and the last day of May found them marching in the direction of Paris down the Marne Valley. It was at this critical time that the Second Division, including the Marine Brigade, together with elements of the Third and Twenty-eighth Divisions were thrown into the line and in blocking the German advance in the Château-Thierry Sector rendered great assistance in stopping the most dangerous of the German drives.

Without minimizing in any way the splendid actions of the Twenty-sixth Division at Seicheprey and Xivray, in April, 1918, or the brilliant exploit of the First Division at Cantigny in May, 1918, the fact remains that the Second Division, including the Marine Brigade, was the first American Division to get a chance to play an important part on the Western Front, and how well it repelled this dangerous thrust of the Germans along the Paris-

Metz highway is too well known to be dwelt upon at length in this preliminary article.

The fighting of the Second Division in the Château-Thierry Sector was divided into two parts, one a magnificently stubborn defensive lasting a week, and the other a vicious offensive. The defensive fighting of the Second Division between May 31 and June 5, 1918, was part of the major operation called by the Americans the Aisne Defensive. Without discussing at this time the tactical or strategical significance of the work of the Second Division in the Aisne Defensive, suffice to say that its psychological effect upon the morale of the Allies, was tremendous and has been recognized in practically every writing worthy of consideration up to the present date.

The close of the Aisne Defensive on June 5, 1918, found the line of the Second Division well established but not including Hill 142, Bois de Belleau, Bouresches, or Vaux, and the Germans were in possession of Château-Thierry on the right of the Second Division, and continued to hold that town until about July 17, 1918.

On June 6, 1918, the Second Division snatched the initiative from the Germans and started an offensive on its front which did not end until July 1, 1918. The Marine Brigade captured Hill 142 and Bouresches on June 6, 1918, and completely cleared Bois de Belleau of the enemy on June 26, 1918, a Major of Marines sending in his famous message: "Woods now U. S. Marine Corps entirely." On July 1, 1918, the Third Brigade captured Vaux. The Artillery, Engineers, and the other elements of the Second Division assisted materially in these successes, while a Regiment of the Third Division was in Belleau Wood for a few days about the middle of June.

During these 26 days of constant fighting which has been defined by General Headquarters of the American E. F. as a "local engagement," the Second Division suffered 1811 battle deaths (of which approximately 1062 were Marines), and suffered additional casualties amounting to 7252 (of which approximately 3615 were Marines). It was that fighting and those 9063 casualties that made the name Château-Thierry famous.

The achievements of the Fourth Brigade of Marines in the Château-Thierry Sector were twice recognized by the French. The first, which changed the name of the Bois de Belleau, was a



WIRE ENTANGLEMENTS AT EDGE OF BELLEAU WOOD



BOIS DE LA BRIGADE DE MARINE
(Belleau Wood)



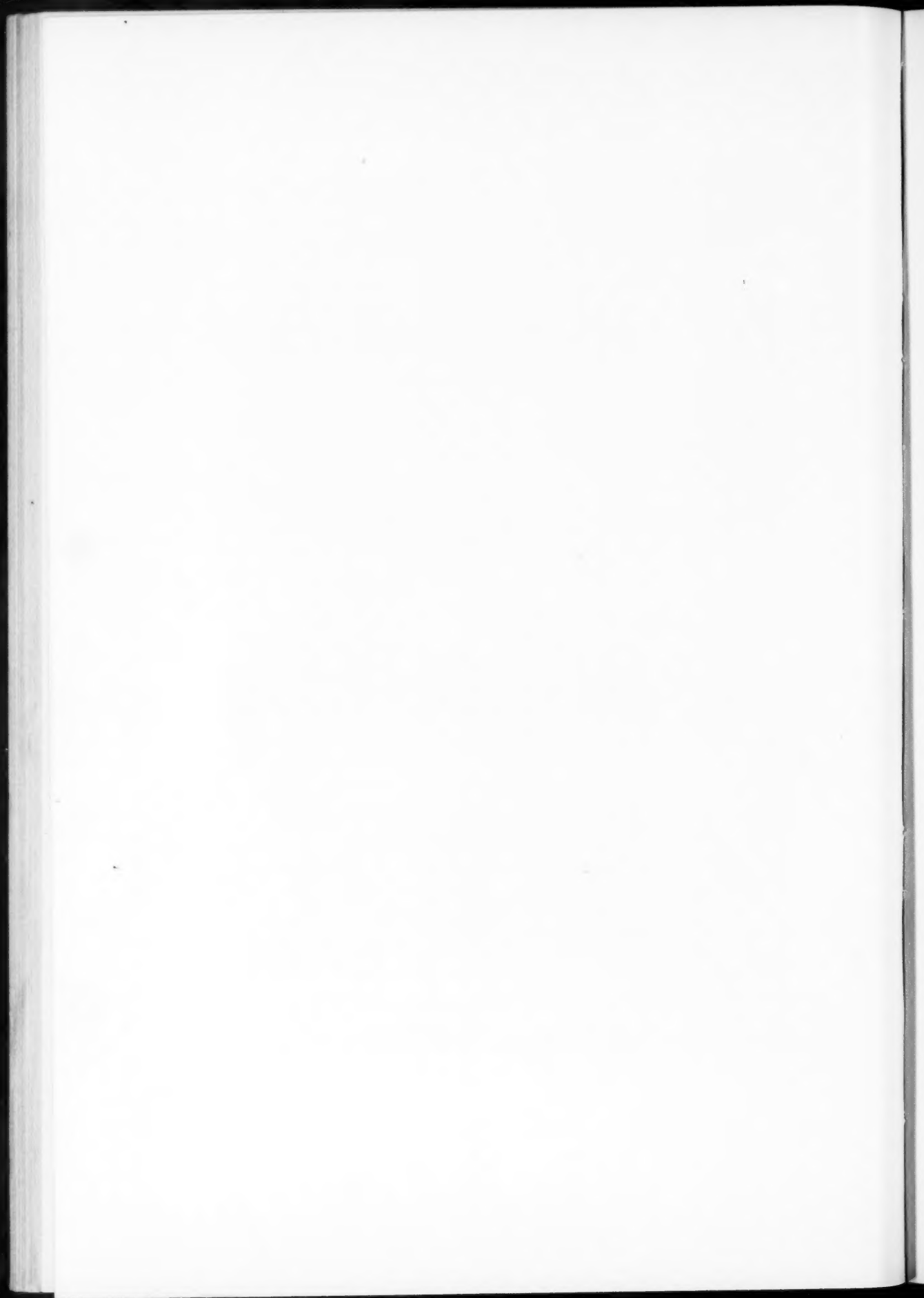
BELLEAU WOOD



WHITE BOULDERS WHERE THE MARINES MET THE HUN IN BELLEAU WOOD



THE "HUNTING LODGE" AT THE NORTHERN TIP OF THE BOIS BE BELLEAU



beautiful tribute, spontaneously made, to the successes and to the losses of the Fourth Brigade of Marines, and shows the tremendous effect that the retaking of Belleau Woods and other nearby positions from the Germans had, on the feelings of the French and the morale of the Allies. Official maps were immediately modified to conform with the provisions of the order, the plan directeur used in later operations bearing the name *Bois de la BRIGADE de MARINE*. The French also used this new name in their orders as illustrated by an *Ordre Général* dated August 9, 1918, signed by the Commanding General of the VI French Army, reading in part as follows:

Avant la grande offensive du 18 Juillet, les troupes américaines faisant partie de la VI^e Armée française se sont distinguées en enlevant à l'ennemi le Bois de la BRIGADE DE MARINE et le village de VAUX, en arrêtant son offensive sur la MARNE et à FOSSOY.

The order changing the name of Bois de Belleau reads as follows:

VI^e ARMÉE

au Q. G. A., le 30 Juin 1918.

Etat-Major

6930/2

ORDRE

En raison de la brillante conduite de la 4^{ème} Brigade de la 2^{ème} D. U. S. qui a enlevé de haute lutte BOURESCHES et le point d'appui important du BOIS de BELLEAU, défendu avec acharnement par un adversaire nombreux, le Général Commandant la VI^e ARMÉE décide que dorénavant, dans toutes les pièces officielles, le BOIS de BELLEAU portera le nom de "Bois de la Brigade de Marine."

Le Général de Division DEGOUTTE

Commandant la VI^e ARMÉE

(Signed) DEGOUTTE.

à M. le Général Cdt la 4^{ème} Brigade de Marine.

s/c. de M. le Général Cdt la 2^{ème} D. U. S.

The second recognition by the French of the Marines' work in the Château-Thierry Sector were citations of the Fourth Brigade, Fifth and Sixth Regiments, and the Sixth Machine Gun Battalion of Marines, in French Army Orders, that of the Brigade, the others being identical, reading as follows:

Après approbation du Général Commandant en Chef les Forces expéditionnaires Américaines en France, le Général Commandant en Chef les Armées Françaises du Nord et du Nord-Est, cite à l'Ordre de l'ARMÉE:

4^e BRIGADE AMÉRICAINE

sous les Ordres du Général de Brigade James G. HARBORD, comprenant: le 5^e régiment de marine, sous les Ordres du Colonel Wendell C. NEVILLE, le 6^e régiment de marine, sous les ordres du Colonel Albertus W. CATLIN, le 6^e bataillon de mitrailleuses, sous les ordres du Commandant Edward B. COLE:

"A été jetée en pleine bataille, sur un front violemment attaqué par l'ennemi. C'est affirmée aussitôt comme une unité de tout premier ordre. Dès son entrée en ligne, a brisé, en liaison avec les troupes françaises, une violente attaque ennemie sur un point important de la position et entrepris ensuite à son compte une série d'opérations offensives. Au cours de ces opérations, grâce au courage brillant, à la vigueur, à l'allant, à la ténacité de ses hommes qui ne se sont laissés rebuter ni par les fatigues, ni par les pertes; grâce à l'activité et à l'énergie de ses Officiers; grâce enfin à l'action personnelle de son Chef, le Général J. HARBORD, la 4^e brigade a vu ses efforts couronnés de succès. En intime liaison l'un avec l'autre, ses deux régiments et son bataillon de mitrailleuses ont réalisé, après douze jours de lutte incessante (du 2 au 13 Juin 1918) dans un terrain très difficile, une progression variant entre 1500 à 2000 mètres, sur un front de 4 kilomètres, capturant un nombreux matériel, faisant plus de 500 prisonniers, infligeant à l'ennemi des pertes considérables et lui enlevant deux points d'appui de première importance: le village de BOURESCHES et le bois organisé de BELLEAU."

Au Grand Quartier Général, le 22 Octobre 1918,
Le Général Commandant en Chef,
Signé: PÉTAIN.

During the first attack on Belleau Wood on June 6, 1918, Colonel Albertus W. Catlin was severely wounded and was relieved in command of the Sixth Regiment by Lieutenant Colonel Harry Lee, who continued in command until the regiment was demobilized in August, 1919.

When Major Edward B. Cole was mortally wounded on June 10, 1918, he was relieved in command of the Sixth Machine Gun Battalion by Captain H. E. Major, who on June 11 was relieved by Captain George H. Osterhout, who retained command until relieved by Major Littleton W. T. Waller, Jr., on June 20, 1918.

During the fighting in the Château-Thierry Sector the headquarters of the Fourth Brigade was successively at Montreuil-aux-Lions (in an automobile for half an hour on the way to the front lines), Issonge Farmhouse, and La Loge Farmhouse. After being relieved by elements of the Twenty-sixth Division during the night of July 5-6, 1918, the Brigade moved to an area in rear of the lines and occupied what was known as the Line of Defense

or Army Line, with Headquarters at Nanteuil-sur-Marne. The Brigade remained there until July 16, 1918.

During the time the above described fighting was going on the Germans were frustrated in their fourth 1918 drive (Noyon-Montdidier Defensive) between June 9 and 15, 1918, and, of course, being busy in the vicinity of Bois de Belleau, the Marines had no opportunity of engaging in it.

On July 15, 1918, the Germans attacked for the fifth time in 1918, and as events turned out it was the last, for from the time of its failure they were on the defensive. The Allied troops, including many Americans, held this attack, called by the Americans the Champagne-Marne Defensive, which was on a large scale and the grand initiative passed from the Germans to the Allies on July 18, 1918, when Marshal Foch launched what is termed by the Americans the Aisne-Marne Offensive. In this magnificent and gigantic offensive the Marine Brigade and other elements of the Second Division played leading parts in the vicinity of Soissons.

General Headquarters, American E. F., on May 28, 1919, credited the Second Division units with participation in the major operation of Champagne-Marne Defensive, but on June 2, 1919, rescinded this credit.

On July 11, 1918, Brigadier General James G. Harbord, Commanding General of the Marine Brigade, received notification of his appointment as a Major General, and two days later left on a five days leave of absence. As Colonel Neville had been evacuated to a base hospital after leaving the Château-Thierry Sector, Lieutenant Colonel Harry Lee assumed temporary command of the Brigade. Major General Harbord and Colonel Neville both returned in time to enter the Aisne-Marne Offensive, the former in command of the Second Division and the latter in command of the Fourth Brigade.

Of the six Allied Offensives taking place in 1918 dignified by the Americans as major operations, the Brigade of Marines, with the other units of the Second Division participated in three, the first being the Aisne-Marne in which the Marine Brigade entered the line near Soissons.

On July 17, 1918, the First Moroccan Division, and the First and Second Divisions of American Regulars were hurriedly and secretly concentrated, by forced night marches through rain and

mud, in the Bois de Retz, near Soissons, the Headquarters of the Fourth Brigade being established at Vivieres.

The getting to the "jump-off" on time for this operation will always share in Marine Corps history with the glorious victory that followed.

Early on the morning of July 18, 1918, Marshal Foch threw these three picked divisions at the unsuspecting Germans with overwhelming success, and again on the following day. Major General James G. Harbord, commanding the Second Division in this operation, describes the two days' fighting of his division in these words:

It is with keen pride that the Division Commander transmits to the command the congratulations and affectionate personal greetings of General Pershing, who visited the Division Headquarters last night. His praise of the gallant work of the Division on the 18th and 19th is echoed by the French High Command, the III Corps Commander, American Expeditionary Forces, and in a telegram from the former Division Commander. In spite of two sleepless nights, long marches through rain and mud, and the discomforts of hunger and thirst, the Division attacked side by side with the gallant 1st Moroccan Division and maintained itself with credit. You advanced over six miles, captured over three thousand prisoners, eleven batteries of artillery, over a hundred machine guns, minnenwerfers, and supplies. The Second Division has sustained the best traditions of the Regular Army and the Marine Corps. The story of your achievements will be told in millions of homes in all Allied lands to-night.

This was one of the greatest strategical successes of Marshal Foch and that the part played by the Marines was appreciated by the French is illustrated by the Fifth and Sixth Regiments and the Sixth Machine Gun Battalion being cited in French Army orders. The citations of the Sixth Regiment (that of the Fifth Regiment being similar) and that of the Sixth Machine Gun Battalion are quoted below:

Après approbation du Général Commandant en Chef les Forces expéditionnaires Américaines en France, le Général Commandant en Chef les Armées Française du Nord et du Nord-Est, cite à l'Ordre de l'ARMÉE:

LE 6e REGIMENT de MARINE AMÉRICAINNE,

sous les ordres du Lt.-Colonel LEE,

"Engagés à l'improviste dans l'offensive du 18 Juillet 1918, en pleine nuit, dans un terrain inconnu et très difficile, ont déployé pendant deux jours, sans se laisser arrêter par les fatigues et les difficultés du ravitaillement en vivres et en eau, une ardeur et une ténacité remarquables, refoulant l'ennemi sur

11 kilomètres de profondeur, capturant 2700 prisonniers, 12 canons et plusieurs centaines de mitrailleuses."

Au Grand Quartier Général, le 25 OCTOBRE, 1918.

Le Général Commandant en Chef,

Signé: PÉTAIN.

Après approbation du Général Commandant en Chef les Forces expéditionnaires Américaines en France, le Maréchal de France, Commandant en Chef les Armées Française de l'Est, cite à l'Ordre de l'ARMÉE:

Le 6e Bataillon de Mitrailleuses U. S. Marine, sous les ordres du Commandant L. W. T. WALLER.

"Quoique très fatigué par un long trajet en camion et une marche de nuit sur des routes difficiles, ce bataillon c'est précipité à l'attaque le 18 Juillet 1918, près de VIERZY et a puissamment contribué à consolider et à maintenir la position atteinte ce jour-là.

"Dans le matinée du 19 Juillet, il c'est vaillamment porté en avant, en terrain découvert, sous un violent feu d'artillerie et de mitrailleuses, soutenant résolument l'attaque lancée contre les positions renforcées de l'ennemi.

"Ayant à faire face à une forte résistance ennemie et à des contre-attaques continuelles, a fait preuve du plus beau courage en consolidant rapidement et en tenant résolument l'importante position conquise par l'infanterie ce jour-là."

Au Grand Quartier Général, le 4 Mars 1919.

Le Maréchal,

Commandant en Chef les Armées Française de l'Est.

PÉTAIN.

During the action Brigade Headquarters was moved to a cave in Vierzy.

Colonel Logan Feland was in command of the Fifth Regiment during the Aisne-Marne Offensive, near Soissons, and continued in command of it with the exception of two days in July, 1918 (when Brigadier General Lejeune commanded the Fourth Brigade and Colonel Neville the Fifth Regiment), until March 21, 1919, when he was relieved by Colonel Harold C. Snyder, who retained command until the date of demobilization.

The Fourth Brigade was relieved about midnight July 19, 1918, and after remaining in a reserve position until July 22, 1918, marched to an area further in the rear, but still in a reserve position, Brigade Headquarters being established at Taillefontaine. After final relief from this active sector the brigade was billeted July 24-25, 1918, in an area around Nanteuil-le-Haudouin, Brigade Headquarters being established at Nanteuil. The Brigade remained in this area cleaning and resting up until July 31, 1918.

On July 25, 1918, Brigadier General John A. Lejeune arrived

and assumed command of the Fourth Brigade on July 26, 1918, General Orders No. 16 reading as follows:

I have this day assumed command of the Fourth Brigade, U. S. Marines.

To command this Brigade is the highest honor that could come to any man. Its renown is imperishable and the skill, endurance and valor of the officers and men have immortalized its name and that of the Marine Corps.

Brigadier General Lejeune retained command until July 29, 1918, when he became Commanding General of the Second Division, relieving Major General Harbord who left to assume command of the Service of Supplies. Colonel Neville, on this latter date, resumed command of the Fourth Brigade.

On the last two days of July, 1918, the units of the Brigade entrained for a twenty-four hour railroad journey which took them to an area around Nancy, with Headquarters at Villers-les-Nancy, where they remained resting and refitting until August 9, 1918.

On August 7, 1918, information was received of the promotion of Brigadier General Lejeune to the grade of Major General, and of Colonel Neville to the grade of Brigadier General, both to date from July 1, 1918.

On August 5, 1918, movement of units of the Brigade was started for the occupation of the Marbache Sub-Sector, near Pont-a-Mousson, on the Moselle River. By August 8, 1918, the movement was completed, with Headquarters established at Scarponne just across the Moselle River from Dieulouard. The sector was quiet and occupation uneventful except for an enemy raid which was successfully repulsed and prisoners captured.

On August 8, 1918, Lieutenant Colonel Earl H. Ellis was appointed Adjutant of the Fourth Brigade, relieving Lieutenant Colonel Harry R. Lay who had been detailed as Inspector General of the Second Division.

The relief from the Marbache Sector was completed on August 18, 1918, and the Brigade moved to an area about 20 kilometres southeast of Toul, Headquarters being established at Favieres. Intensive training for the impending St. Mihiel Offensive was indulged in here.

The Brigade started to move from this area on the night of September 2, 1918, and after a series of night marches, during which time Headquarters were established at Pont St. Vincent, Velaine-en-Haye, and Bouvron, the Brigade arrived just outside

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of Manonville, Headquarters being established in Manonville. From September 12 to 16, 1918, the Brigade was engaged in the St. Mihiel Offensive in the vicinity of Thiaucourt, Xammes, and Jaulny. Headquarters during these operations were successively at one kilometre north of Lironville, Thiaucourt, and finally at Manonville, on September 16, 1918.

On September 20, 1918, the Brigade moved to an area south of Toul, with Headquarters at Chaudenay. The Brigade remained in this area until September 25, 1918, when it moved by rail to an area south of Chalons-sur-Marne, with Headquarters at Sarry.

From October 1 to 10, 1918, the Second Division was placed temporarily at the disposal of the IV French Army under General Gouraud.

On September 28, 1918, the Brigade moved by bus and marching to the Souain-Suippes area, with Headquarters at Suippes. On October 1, 1918, the Brigade, with the rest of the Second Division, marched to the front line near Somme-Py on the night of October 1-2, 1918, and relieved elements of a French Division. The Brigade Headquarters was located in the trenches about 2½ kilometres south of Somme-Py. The relief was effected before daylight without incident.

The Battle of Blanc Mont, fought by the Second Division as a unit of the IV French Army, between October 3 and 9, 1918, was one of the most powerful and effective blows struck under the direction of Marshal Foch against the retreating Germans, and its brilliantly successful conclusion was due in a great degree to the military genius of Major General John A. Lejeune, of the Marines.

On September 27, 1918, Major General Lejeune was summoned to the Headquarters of the Fourth French Army where General Gouraud, placing his hand upon the range of hills on the map representing Blanc Mont Ridge and turning to General Lejeune said: "General, this position is the key of all the German defenses of this sector, including the whole Rheims Massif. If this ridge can be taken the Germans will be obliged to retreat along the whole front thirty kilometres to the river Aisne. Do you think your Division could effect its capture?" General Lejeune responded that he felt certain the Second Division could take the stronghold pointed out, whereupon he was informed that he would

be ordered to make the attack within a few days and was directed to prepare a plan for the assault.

The results of this operation are described in an order of the Second Division, dated November 11, 1918, reading in part as follows:

In the Champagne District, October 2nd to 10th, it fought beside the Fourth French Army. On October 3rd, it seized BLANC MONT RIDGE, the keystone of the arch of the main German position, advanced beyond the Ridge and, although both flanks were unsupported, it held all its gains with the utmost tenacity, inflicting tremendous losses on the enemy. This victory freed RHEIMS and forced the entire German Army between that city and the ARGONNE Forest to retreat to the AISNE, a distance of 30 kilometres.

The amazing success of the attack and the vital effect of the capture of Blanc Mont Ridge and St. Étienne is described in the words of General Gouraud himself in a letter to Marshal Foch, reading in part as follows:

Because of the brilliant part played by this "Grand Unit" in the offensive of the IV Army, during the autumn of 1918, I propose the 2nd American Division for a citation in "The Order of the Army," upon the following specific grounds:

The 2nd Infantry Division, U. S., brilliantly commanded by General Lejeune, * * * played a glorious part in the operations of the IV Army in the Champagne in October, 1918. On the 3rd of October, this division drove forward and seized, in a single assault, the strongly entrenched German positions between BLANC MONT and MEDEAH FERME, and again pressing forward to the outskirts of SAINT ÉTIENNE-a-ARNES, it made, in the course of the day, an advance of about six kilometres.

It captured several thousand prisoners, many cannon and machine guns, and a large quantity of other military matériel. This attack, combined with that of the French divisions on its left and right, resulted in the evacuation by the enemy of his positions on both sides of the River Suippe, and his withdrawal from the Massif de Notre-Dame-des-Champs.

The further opinion of the French as to the results and effect of the Second Division's operations in Champagne is set forth in the following quoted extract from Information Bulletin No. 12 of the IV French Army dated October 7, 1918:

Up to October 4th, at which date the present bulletin is written, the IV Army has pushed its advance up to objectives of the very highest importance. A splendid American Division, full of dash and ardor, the 2nd Division, U. S., placed at the disposition of the 21st Corps on October 3rd made itself master of MASSIF DU BLANC MONT, which dominates the valley of the ARNES and gives us excellent outlook on the valley of the SUIPPE, in rear of the

region of MONTs; this conquest rapidly brought about the downfall of NOTRE-DAME-des-CHAMPS and the GRAND BOIS de SAINT-SOUPLET.

During this operation the Headquarters of the Brigade was advanced from the trenches $2\frac{1}{2}$ kilometres south of Somme-Py to a point $\frac{1}{2}$ kilometre south of that town.

The Fifth and Sixth Regiments were cited in French Army Orders for their splendid accomplishments in the Champagne. The citation of the Fifth Regiment, that of the Sixth Regiment being similar, reads as follows:

Après approbation du Général Commandant en Chef les Forces expéditionnaires Américaines en France, le Maréchal de France, Commandant en Chef les Armées Françaises de l'Est, cite à l'Ordre de l'ARMÉE:

Le 5^{ème} Regiment de Marine Américain, sous les Ordres du Colonel Logan FELAND:

"A pris une part glorieuse aux opérations engagées par la 4^{ème} Armée en CHAMPAGNE, en Octobre 1918. Le 3 Octobre 1918, a participé à l'attaque des positions allemandes fortement retranchées entre le BLANC MONT et la Ferme MEDEAH, et, poussant de l'avant jusqu'aux abords de SAINT-ÉTIENNE-à-ARNES, a réalisé une avance de 6 kilomètres. A fait plusieurs milliers de prisonniers, capturé des canons des mitrailleuses et un important matériel de guerre. Cette attaque combinée avec celle des Divisions Françaises, a eu pour conséquence l'évacuation des deux rives de la SUIPPE et du Massif de NOTRE-DAME-des-CHAMPS."

Au Grand Quartier Général, le 21 Mars 1919.

Lè Maréchal

Commandant en Chef Les Armées Françaises de l'Est.

Signé: PÉTAİN.

On October 10, 1918, having been relieved from the line in the Blanc Mont Sector, the Brigade took station in the Suippes-Somme Suippes-Nantivet area and the adjacent camps with Headquarters at Suippes, being assigned as IV French Army reserve. The Brigade remained in this area resting and refitting until October 14, 1918, when, in accordance with orders, it marched to the Vadenay-Bouy-la-Veuve-Dampierre area, north of Chalons-sur-Marne, with Headquarters at Bouy. While here orders were received placing the Fourth Brigade provisionally at the disposal of the IX French Army Corps to hold a sector in the region Attigny-Vancq-Aisne River.

Accordingly, on October 20, 1918, the Brigade was temporarily detached from the Second Division and marched to the area Suippes-Nantivet-Somme Suippes, with Headquarters at Suippes.

On October 21, 1918, in obedience to orders, the Marines hiked to the vicinity of Leffincourt, where Brigade Headquarters was established. While about to take over the assigned sector the Fourth Brigade received orders to rejoin the Second Division which was preparing to enter the Meuse-Argonne Offensive. After a hard march these orders were obeyed and Brigade Headquarters established at Mont Pelier on October 23, 1918.

On October 24, 1918, Major Matthew W. Kingman relieved Major Littleton W. T. Waller, in command of the Sixth Machine Gun Battalion of Marines, Major Waller joining the Second Division Staff as Division Machine Gun Officer.

On October 25, 1918, the Brigade moved to the Les Islettes area with Brigade Headquarters at Camp Cabaud. On the evening of October 26, 1918, the Brigade moved to the area south of Exermont and bivouaced in the woods there that night with Brigade Headquarters at Exermont. The Brigade remained in bivouac in this area until the night of October 30-31, 1918, when it moved forward into line to participate in the immense Meuse-Argonne Offensive which had started on September 26, 1918.

Relieving elements of the Forty-Second Division, just south of Landres-et-St. Georges, the Marine Brigade early on the morning of November 1, 1918, jumped off, following a terrific barrage, for its final operation of the war, the conclusion of which at eleven o'clock on the morning of November 11, 1918, found the Marines firmly established on the heights of the far bank of the Meuse River, after an advance of thirty kilometres.

The operations of the Second Division, including the Marines, are described in the following official reports:

In recommending that the Second Division be cited in G. H. Q. Orders for its excellent work in the attack of November 1-11, 1918, the Commanding General, First Army, states on January 16, 1919, in part as follows:

4. In the 1st Army attack on November 1, 1918, the 2nd Division was selected and so placed in the battle line that its known ability might be used to overcome the critical part of the enemy's defense. The salient feature of the plan of attack was to drive a wedge through Landres-et-St. Georges to the vicinity of Fosse. It was realized that if the foregoing could be accomplished the backbone of the hostile resistance west of the Meuse would be broken and the enemy would have to retreat to the east of the Meuse. Success in this plan would immediately loosen the flanks of the 1st Army. The 2nd Division was selected to carry out this main blow.

5. The 2nd Division accomplished the results desired in every particular on the first day of the attack, not only clearing the hostile defenses of Landres-et-St. Georges and the Bois de Hazois but continuing its advance to the vicinity of Fosse, *i.e.*, about 9 kilometres. This decisive blow broke the enemy's defense and opened the way for the rapid advance of the Army.

With reference to the first day's attack the Commanding General, Fifth Army Corps, wrote officially on November 2, 1918, in part as follows:

The Division's brilliant advance of more than nine kilometres, destroying the last stronghold on the Hindenburg Line, capturing the Freya Stellung, and going more than nine kilometres against not only the permanent, but the relieving forces in their front, may justly be regarded as one of the most remarkable achievements made by any troops in this war. For the first time, perhaps, in our experience the losses inflicted by your Division upon the enemy in the offensive greatly exceeded the casualties of the Division. The reports indicate, moreover, that in a single day the Division has captured more artillery and machine guns than usually falls to the lot of a command during several days of hard fighting. These results must be attributed to the great dash and speed of the troops, and to the irresistible force with which they struck and overcame the enemy.

The following citation in Fifth Army Corps General Orders No. 26, dated November 20, 1918, gives a further description of these operations:

The 2nd Division, in line at the launching of the attack, broke through the strong enemy resistance, and leading the advance, drove forward in a fast and determined pursuit of the enemy, who, despite new divisions hastily thrown in, was driven back everywhere on its front. This division drove the enemy across the MEUSE, and under heavy fire and against stubborn resistance, built bridges and established itself on the heights. The cessation of hostilities found this Division holding strong positions across the MEUSE and ready for a continuation of the advance.

An Order of the Second Division, dated November 5, 1918, reading in part as follows, tells what occurred subsequent to the first day's attack:

During the night of November 2-3 the 2nd Division moved forward overcoming the resistance of the enemy's advanced elements, and at 6.00 A.M., it attacked and seized the enemy's line of defense on the ridge southeast of VAUX-en-DIEULET.

Late in the afternoon the enemy, having reorganized his line on the border of BELVAL FOREST, was again attacked and defeated. After night-fall and in a heavy rain, the advanced elements of the Division pressed forward through the Forest, and occupied a position on the heights south of

BEAUMONT, eight kilometres in advance of the divisions on our right and left.

During the night of November 4-5, the Division again pressed forward, occupied BEAUMONT and LETANNE and threw the enemy on its front across the MEUSE.

An Order of the Second Division, dated November 12, 1918, describing the historic crossing of the Meuse River on the night before the Armistice became operative, reads as follows:

1. On the night of November 10th heroic deeds were done by heroic men. In the face of a heavy artillery and withering machine gun fire, the 2nd Engineers threw two foot bridges across the Meuse, and the first and second battalions of the 5th Marines crossed resolutely and unflinchingly to the east bank and carried out their mission.

2. In the last battle of the war, as in all others in which this division has participated, it enforced its will on the enemy.

The Commanding General of the Fifth Army Corps has this to say about the crossing of the Meuse by the Marines, who were assisted by the Artillery, Engineers and other troops of the Second Division:

Especially I desire to commend the Division for the crowning feat of its advance in crossing the Meuse River in face of heavy concentrated enemy machine gun fire, and in driving the enemy's troops before it, and in firmly establishing itself upon the heights covering the desired bridgehead. This feat will stand among the most memorable of the campaign.

The general success achieved by the Second Division in the Argonne-Meuse Offensive is well described by the words of the order citing Major General John A. Lejeune, of the Marines, for a Distinguished Service Medal reading in part as follows:

In the Argonne-Meuse offensive his division was directed with such sound military judgment and ability that it broke and held, by the vigor and rapidity of execution of its attack, enemy lines which had hitherto been considered impregnable.

During this fighting the Headquarters of the Fourth Brigade was successively established at: Exermont, ½ kilometre north of Exermont, Sommerance, Bayonville-et-Chennery, Fosse, Belval-Bois-des-Dames, and Beaumont.

On "the eleventh hour, the eleventh day, of the eleventh month, of the year 1918," Brigadier General Wendell C. Neville,

Commanding General of the Fourth Brigade of Marines, published the following tribute to the officers and men of the Fourth Brigade:

Upon this, the most momentous hour in the history of the world war, the undersigned wishes to express to his command his sincere appreciation of their unfailing devotion to duty and their heroic and courageous action during the recent operations.

The time, when the results of our efforts during the past year are shown, is here. The hour has arrived when the convulsion which has shaken the foundations of the civilized world has ceased. The enemy is defeated and the principles of freedom and democracy have triumphed over barbarism and autocracy. We may all feel justly proud of the extent of our participation which has forced the enemy to a cessation of hostilities. It is fitting, at this time, to think of those of our comrades who have fallen on the field of honor and rejoice in the fact that they did not give their lives in vain.

Your display of fortitude, determination, courage and your ability to fight has upon more than one occasion been a determining factor in making history, and your work has had a direct bearing upon the remarkable chain of events which have this day culminated in such a satisfactory manner. Along the fronts of Verdun, the Marne, the Aisne, Lorraine, Champagne and the Argonne, the units of the Fourth Brigade Marines have fought valiantly, bravely and decisively. They have nobly sustained the sacred traditions and have added glorious pages to the already illustrious history of the United States Marine Corps. It is a record of which you may all be proud.

On November 17, 1918, the Second Division commenced its march to the Rhine, passing through Belgium and Luxembourg. The German frontier was reached November 25, 1918, crossed on December 1, 1918, the Rhine reached December 10, 1918, and crossed on December 13, 1918. During this march and up to the time the Fourth Brigade settled down to its occupation duty in Germany, Brigade Headquarters were successively established at Margut, Bellefontaine, Arlon, Usseldange, Berg, Eppeldorf, Neuerburgh, Waxweiler, Prüm, Budesheim, Wiesbaum, Ahrweiler, Neuenahr, Burgbrohl, Rheinbrohl (2 kilometres northeast of), and Hönningen (1 kilometre northeast of).

The duties of the Fourth Brigade with the Army of Occupation in Germany were uneventful, the outstanding features being the establishment of a Rhine River Patrol, manned and commanded by Marines; an extended visit, inspection and review by the Secretary of the Navy; and the operation of the Second Division, including the Marines, made about the middle of June, 1919, in which an advanced position was taken as a part of the concen-

tration of the Third Army immediately preceding the signing of the treaty of peace by the Germans.

Headquarters of the Fourth Brigade during the greater part of the occupation of Germany was at Nieder Bieber, while during the last operation when the advanced position was taken, just prior to Germany signing the peace treaty, it was at Herschbach. On the date the treaty was signed the Fifth Regiment, with Headquarters at Hartenfels, occupied the most advanced position ever occupied by Marines.

Just before departing from Germany Headquarters was at Nieder Bieber, and with the exception of Brest, France, this was the last Headquarters the Brigade had in Europe.

Major Charles D. Barrett relieved Lieutenant Colonel Earl H. Ellis as Brigade Adjutant in April, 1919, and held that position until the Brigade was demobilized. Lieutenant Colonel Ellis was assigned to duty as second in command of the Fifth Regiment. On March 12, 1919, Colonel Logan Feland was temporarily appointed Brigadier General to rank from March 9, 1919, and accepted appointment and executed oath on March 17, 1919. On March 21, 1919, Colonel Harold C. Snyder assumed command of the Fifth Regiment, relieving Brigadier General Logan Feland, who after acting as Aide for the Secretary of the Navy, arrived in the United States on the *Von Steuben* on May 13, 1919.

A great many Marines were returned from Europe gradually and in small detachments from the date the Armistice became operative.

The Commanding General of the Second Division and his Staff, Headquarters of the Fourth Brigade, the Fifth Regiment and the Second Battalion of the Sixth Regiment, arrived in the United States on board the *George Washington*, on August 3, 1919; the remainder of the Sixth Regiment arrived in the United States early in August, 1919, on board the *Rinjdam* and the *Wilhelmina*; the Sixth Machine Gun Battalion arrived in the United States on board the *Santa Paula* on August 5, 1919.

The Company of Marines and Battalion Commander (Major) and Staff, forming a part of the Composite Regiment, Third Army, returned to the United States on board the *Leviathan*, on September 8, 1919, and were returned to the naval service in September, 1919.

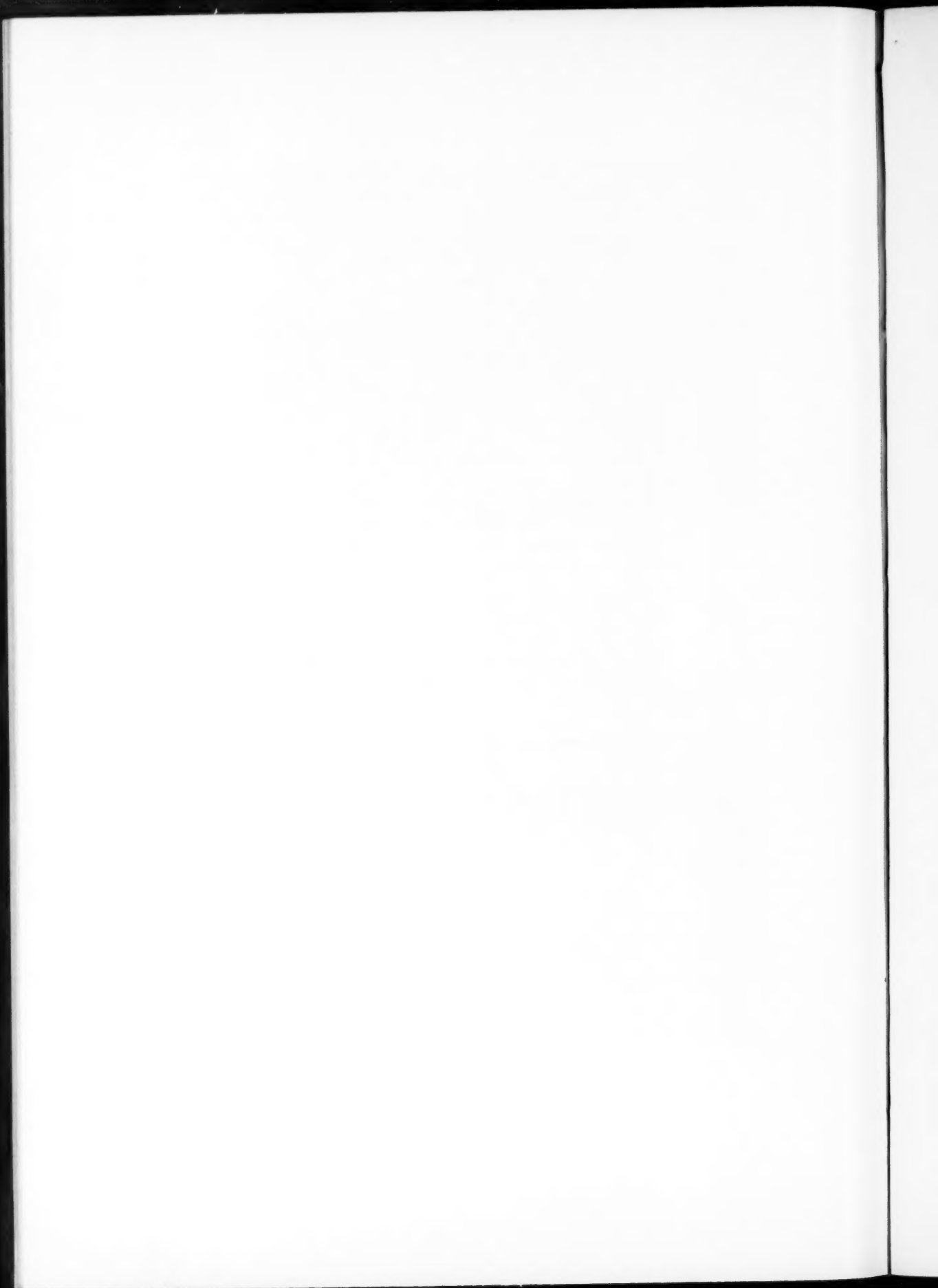
The Colonel commanding the Composite Regiment in a letter



MARINE PATROL BOAT DOING "THE WATCH ON THE RHINE"



FORMER GERMAN GUNBOAT *PRUESSEN*, PART OF MARINE RHINE PATROL



dated September 21, 1919, commended the Battalion Commander and Staff, the Commanding Officer of the Company, and "the Lieutenants for their loyalty and attention to details and the Noncommissioned officers and men for their soldierly appearance, high standards of morale and discipline.

"The Composite Regiment paraded as escort to the General of the Army in London, Paris, New York, and Washington, D. C. The Regiment has been favorably commended. This is entirely due to the loyalty, energy, and attention to duty of the officers and individual soldiers in the Regiment; and in this the Marine Corps representatives deserve a large share."

On August 8, 1919, the Fourth Brigade, as a part of the Second Division, paraded in New York City. Major General John A. Lejeune, with many Marine Officers on his staff, was in command.

On August 8, 1919, the Fourth Brigade of Marines was transferred to the naval service upon its arrival at Quantico, Va.

On August 12, 1919, the Fourth Brigade under Brigadier General Neville, then a part of the naval service, was reviewed by the President of the United States in a parade at Washington, D. C.

A company of Marines and a Battalion Commander, as a part of the Third Army Composite Regiment, paraded in New York and in Washington, D. C., as escort to General Pershing. The First Division also formed a part of these parades.

The demobilization of the Fourth and Fifth Brigades of Marines was effected at Quantico, Va., and the Naval Operating Base, Hampton Roads, Va., respectively. This undertaking was by far the largest and most important of its kind that had ever confronted the Marine Corps, but due to the coördination of the various departments interested, and the far-reaching and clearly defined instructions issued in advance, the demobilization of these units was effected in a remarkably short time, being completed on August 13, 1919, and in a manner bringing satisfaction to the men discharged, and reflecting to the credit of the Corps. The success of these efforts is evidenced by the following statement of demobilization:

Discharged or transferred to inactive status:

Fourth Brigade	6,677 enlisted men.
Fifth Brigade	6,671 enlisted men.

In addition to the enlisted men released, there were also about

200 officers of the two brigades who were either discharged or transferred to an inactive status.

To summarize the operations and certain statistics of the Fourth Brigade the following are set forth:

The Fourth Brigade of Marines as a unit of the Second Division participated in actual battle in France in the following sectors between the inclusive dates set down:

Toulon Sector, Verdun: From March 15 to May 13, 1918.

Aisne Defensive, in the Château-Thierry Sector: From May 31 to June 5, 1918.

Château-Thierry Sector (capture of Hill 142, Bouresches, Belleau Wood): From June 6 to July 9, 1918.

Aisne-Marne (Soissons) Offensive: From July 18 to July 19, 1918.

Marbache Sector, near Pont-a-Mousson on the Moselle River: From August 9 to August 16, 1918.

St. Mihiel Offensive, in the vicinity of Thiaucourt, Xammes, and Jaulny: From September 12 to September 16, 1918.

Meuse-Argonne (Champagne) (capture of Blanc Mont Ridge and St. Étienne): From October 1 to October 10, 1918.

Meuse-Argonne (including crossing of the Meuse River): From November 1 to November 11, 1918.

Under the rulings of General Headquarters, American E. F., the Marine Corps units serving with the Second Division are entitled to silver bands on the staffs of their colors for battle participation in the above mentioned engagements.

General Headquarters, American E. F., ruled that the Second Division, including the Fourth Brigade of Marines, participated in only four major operations, the Aisne Defensive (May 31 to June 5, 1918); the Aisne-Marne Offensive (July 18 and 19, 1918); the St. Mihiel Offensive (September 12 to 16, 1918); and the Meuse-Argonne Offensive (October 1 to 10, 1918, and November 1 to 11, 1918). The operations which resulted in the capture of Blanc Mont and St. Étienne were construed to be included in the Meuse-Argonne Offensive despite the fact that the operations were a part of the operations of the IV French Army, far to the west of the western limit of the American Argonne-Meuse Sector and further that the work of the Second Division was continued by another American Division. The operation which resulted in

the capture of Hill 142, Bouresches, *Bois de la Brigade de Marine* by the Marine Brigade, assisted by artillery, engineers, etc., of the Second Division, and the capture of Vaux by the Third Brigade, Engineers and Artillery of the Second Division, were held to be local engagements rather than a major operation. The Second Division suffered about 9000 casualties in this operation.

Marine Corps deaths in France, as obtained from Marine Corps records on December 10, 1919, are divided as follows:

Character.	Officers.	Enlisted Men.	Total.
Killed in action.....	47	1420	1467
Died of wounds received in action.....	31	960	991
Died of accident.....	4	24	28
Died of disease.....	15	271	286
Other causes.....	2	11	13
Totals.....	99	2686	2785

The records of the Second Division show that 252 officers and 8277 enlisted men were wounded, and 24 officers and 962 enlisted men were gassed between March 15 and November 11, 1918.

The French Army recognized the splendid work of the Fifth and Sixth Regiments of Marines by citing them no less than three times in Army Orders for achievements in the Château-Thierry Sector, in the Aisne-Marne (Soissons) Offensive, and in the Meuse-Argonne (Champagne). The Sixth Machine Gun Battalion was similarly cited for its work in the Château-Thierry Sector and Aisne-Marne (Soissons) Offensive. The Fourth Brigade received a similar citation for its work in the Château-Thierry Sector. Since only two French Army citations are sufficient to make an organization eligible for the award of the French fourragère, the high standard of the Marine units is evident. The only American organizations which have received permission to accept or wear the French fourragère are three sections of the ambulance service and one aero squadron, all of which were temporary organizations and have been now demobilized.

A Marine Corps unit arrived in France with the first expedition of American troops. Between June 26, 1917, and November 11, 1918, Marines were in Europe with the American E. F. a total of 504 days, of which 66 days were in active sectors and 71 in quiet sectors.

The following number of decorations were awarded Marines:

Medals of Honor (American)	5
Distinguished Service Medals (American)	4
Distinguished Service Crosses (American)	363
Distinguished Service Order (British)	1
Croix-de-Guerre (French)	1,237
Legion of Honor (French)	15
Medaille Militaire (French)	9
Belgian Decorations	4
Italian Decorations	6
Montenegrin Decorations	4
Total	1,648

The Second Division captured 343 pieces of heavy and light artillery, 58 trench mortars, 1350 machine guns, and 8 anti-tank guns; it captured 12,026 prisoners; and advanced ~~64~~ kilometres against the enemy.

CORRESPONDENCE

MARINE BARRACKS, NAVAL SUBMARINE BASE,
New London, Conn., October 2, 1919.

*The Editor,
The Marine Corps Gazette,*

DEAR SIR:

I was very much interested in the reprint from the *New York Tribune* on the M. P. System of the A. E. F. which is included among the professional notes in the September GAZETTE.

The first P. M. G. of the A. E. F., I believe, was Brig-General Allair. At first there was very little system in the service; the A. P. M. of each town being very much "on his own." There was no definite organization, and about the only literature on the subject consisted of a very few brief paragraphs in the "Field Service Regulations" and the "Rules of Land Warfare." The biggest problem at that time was to get men assigned for the duty. In Le Havre, for example, with an average of about a thousand men per day, from early in October, 1917, arriving from England, staying over for a day or two, and then going up the line, there was only a Lieutenant of Marines (Frank W. Wilson, now a captain) with a sergeant and a private of the 26th Regular Infantry, and a corporal and a private of Marines, until March, 1918.

Early in 1918 Colonel John Groome was appointed Deputy P. M. G., A. E. F., and for some time was Acting P. M. G. Colonel Groome is, I am sure, well known to the older officers of the Corps. As the organizer of the Pennsylvania State Mounted Police, he has already done a big job in the way of police organization. It was Colonel Groome who made a real organization of the scattered and unsystematized Provost Marshal Service.

The model on which the system was based was the Provost Marshal's Department of the British Army. With the French the functions of Military Police, except traffic control in forward areas, are carried out by the Gendarmerie Nationale Française, a militarized National Police Force. This organization, being primarily intended for civilian police work in rural districts, could not be patterned after in organizing a police force intended solely for Army work. With the British the Military Police

Corps is a distinct branch of the Army, like the Ordnance Corps or other special service. Officers may be commissioned in the Provost Service, or assigned to duty with it from other arms (usually owing to physical disability for straight line duty, or because of special aptitude for the work). The "other ranks" are assigned to the M. P. C. only after considerable service with line organizations, in peace times usually at least one enlistment (seven years) with a perfect record and upon their own application. During the war "Class B" men, with good records, were detailed to the M. P. C. They are first assigned as probationers, and when they make good are made lance corporals, that being the lowest rank in the M. P. C. The British have schools for instruction for the Provost Service both for officers and for men. A well-organized and efficient system of Special Police (detective) is a part of the Service.

After Colonel Groome, together with Captain Goodman and other officers of the Provost Marshal's Staff, A. E. F., had made a careful study of the British system, both in England and France, G. H. Q. issued an order reorganizing the Provost Marshal service on the British plan, with a few modifications. Colonel Groome promptly inaugurated a very useful system of Provost Reports from the various A. P. M.'s. A weekly service bulletin was issued, giving lists of deserters and others "wanted" by the M. P. Department, lists of persons authorized to issue travel orders to welfare workers, changes in M. P. personnel, and other useful information. An almost spy-proof system of circulation permits was put into operation, which greatly aided in the work of the Contra-Espionage Section of the Intelligence Service. The personnel of the service was greatly increased; and an efficient P. M. Investigation department (corresponding to the British Special Police) was established under Major Alan Pinkerton, of the Pinkerton Detective Agency. After the system had been in operation for some time, General Bandholtz, who brought it to its final state of efficiency, was appointed P. M. G.

The work of the Provost Service is so essential and its duty so specialized (including general police work; vice control and suppression, supervision of registry and circulation of civilians, especially correspondents and other militarized civilians; traffic regulations on roads in the Army area; picking up stragglers, etc.) that, in the opinion of the writer, the American Army would

do well to follow the example of the British and organize a separate and permanent Provost Service and M. P. Corps.

EUGENE F. C. COLLIER,
Capt., U.S.M.C.

(The following letter and reports, which were furnished the editor by Major F. D. Kilgore, U. S. M. C., are concerned with the Memorial to the Royal Marines erected in the Mall, London, England, and deal also with the work of American Marines during the Siege of the Legations at Peking, 1900.)

20 CARLTON HOUSE TERRACE, S. W. I.,
4th. February, 1919.

DEAR MAJOR KILGORE:

Following your visit to me this week, I forwarded you an extract from the Dispatches of Sir Claude MacDonald, with the part taken by the American Marines in the defense of the Peking Legations in 1900.

I now attach some further particulars with regard to the portrayal of this incident on our Memorial in the Mall, which may be of interest to you.

I hope you will let me know when you next come to England, so that I may arrange a trip for you to some of our Headquarters.

I am,

Yours very sincerely,

MAJOR F. D. KILGORE, U.S.M.,
Headquarters, 11th Regiment,
U. S. Marines,
Tours,
France.

DAVID MERCER.

(Enclos.)

ROYAL MARINE OFFICE,
Admiralty,
20 Carlton House Terrace,
London, S. W. I.

1st February, 1919.

No. 12251
18

SIR:

I have the honour to forward for your information an extract from the Dispatch of Sir Claude MacDonald (China, No. 3),

dated 1901, in connection with the action of the American Marines in the defense of the Pekin Legations, July 2-3, 1900.

I have the honour to be,

Sir,

Your obedient servant,

A. R. H. HUTCHISON,
Brig. Gen. A. A. G.
for Adjutant General,
Royal Marines,

Major

FREDERICK DWINELL KILGORE, U.S.M.,
Headquarters, 11th Regiment, U. S. Marines,
Tours, France.

OFFICES OF THE WAR CABINET,
2 Whitehall Gardens, S. W.

16th July, 1918.

DEAR SIR OSWYN:

Mr. Chamberlain asks me to write to you to suggest that as there are so many American soldiers and sailors in London just now it would be worth while to call attention to the bronze tablet (in the Mall, outside the Admiralty, facing Buckingham Palace), on the Memorial to the Royal Marines who fell in South Africa and China. In Mr. Chamberlain's recollection it represents the defense of the Legations at Pekin in the Boxer Rebellion. In the particular episode chosen when all the British Officers had been wounded, an American Officer took charge of the troops. This is actually indicated in the tablet by the officer wearing a wide-awake hat as contrasted with the regulation helmets of the other figures.

As far as Mr. Chamberlain can remember this is the only Memorial to the Royal Marines in existence, and he believes the instance of the British troops being commanded by an American Officer to be unique. He would be very glad if the Adjutant General of the Royal Marine Office could let him have an account of the exact episode which no doubt is recorded in the archives of the Royal Marines, and suggests that the Naval authorities may think it worth while for propaganda purposes to draw special attention to the monument.

Yours sincerely,

(sgnd) PEMBROKE WICKS.

Sir Oswyn Murray.
S. A. S.

Would you please go into this and prepare a memo. for Mr. Chamberlain, and C. C. can then be consulted as to the last clause.
(init) O. M.

17. 7.

From whom,

Date

S. A. S.

18th July, 1918.

Subject,

ROYAL MARINE MEMORIAL
in St. James's Park.

A.G.R.M.

The report, dated 26th August, 1900, from Captain E. Wray, R.M.L.I., Commanding the Marines Guard at the British Legation, Peking, contains the following passage:

"3rd July.—Captain Myers, the officer commanding American Marine Guard, with a force of 15 Americans, 25 British Marines, under Sergeant Murphy, and 15 Russians, carried and occupied two Chinese barricades on the south City wall towards the Chun Min gate. Chat/5376, Sergeant T. Murphy, showed great courage and coolness in leading the second assault after Captain Myers had been wounded. This action was carried out at night. Corporal Gregory wounded."

The selection of this episode as a subject for one of the bas-reliefs on the Royal Memorial was no doubt intended as a compliment to the U. S. Marine Corps, who are understood to be very closely associated in tradition and sentiment with the Royal Marine Corps.

Colonel Halliday, to whom I mentioned this matter, tells me that he received recently from Colonel Myers, now serving on *U. S. S. Pennsylvania*, a letter in which the following passage occurs:

"I was very much touched some years ago to receive a photograph of the bas-relief on the Marine Memorial in St. James' Park, which was said to depict an attack by British Marines and showed them as being led by an American Officer."

It seems likely that this detail of the monument is scarcely known of outside very limited circles in the two Marine Corps.

Are you able to add anything to the foregoing, or to throw further light on the precise circumstances in which the incident was selected?

(sgnd) W. F. NICHOLSON.

18. 7. 18.

EXTRACT FROM MAJOR E. WRAY'S LETTER
DATED 22ND, JULY, 1918.

" . . . Halliday and I were asked by the R. M. Memorial Committee to select what we considered to be the most important and successful operation in which our men took part, and we selected this episode. We had to resist the sculptor's efforts to make the officer leading British (which he did in the rough), so as to be historically accurate, and as a gentle touch of our admiration for Captain Myers and his guard. The officer depicted is therefore Myers. . . ."

EXTRACT FROM CHINA No. 3 (1901), page 12,
in continuation of China No. 4 (1900).

"Further Correspondence Respecting Events at Peking."

July 2, 1900.

At 9 P.M. the American Minister and Mr. Squiers, his Secretary of Legation, both of whom had seen Military Service, and whose experience was invaluable to the defense, came over to report that the Chinese had advanced across the bastion in front of the Russo-American barricade on the wall under cover of a species of sap or stone wall, and had erected a tower at the end of the sap, from which they could actually throw stones at the defenders of our barricade, from which the tower was only distant some 25 feet. They pointed out that it was absolutely necessary to take this tower and the Chinese barricade by assault, to prevent the enemy rushing our position on the wall, which was in imminent danger.

I immediately fell in with their views, and promised a reinforcement of fifteen men, which, with the ten marines already on duty, made up a total of twenty-five; with them went Mr. Nigel Oliphant, who volunteered for the sortie. The attacking party, under Captain Myers, United States Army, collected behind the wall barricade at 1.30 A.M. on the 3rd of July; the party consisted of Captain Myers and fourteen American Marines, a Russian

officer, Captain Vroubleffsky, and fifteen Russian Marines, Mr. Nigel Oliphant and twenty-five British Marines. No Marine officer was available, two, Captains Halliday and Wray, being in hospital wounded, and Captain Strouts could not be spared from the British defenses. Captain Myers addressed the men in a short speech pointing out clearly the plan of attack: the Anglo-American detachment, under his immediate command, was to attack the tower, follow along the sap, and then assault the barricade on its left or southern side; the Russian detachment was to attack the Chinese barricade on the right or northern end, where it abutted on to the top of the ramp.

At a given signal the whole party swarmed over the American barricade; the night was very dark and threatening rain. The English and Americans with Captain Myers at their head, entered the tower, which they found unoccupied. They followed along the sap. Here Captain Myers received a severe spear wound in the knee and was disabled. At the south end of their barricade the Chinese had left a small lane or opening to connect with the sap. Through this the Anglo-American party streamed and engaged the enemy hand to hand, Mr. Oliphant shooting two with his revolver. A small encampment of tents was found behind their barricade. The enemy was cleared out of these, and driven down the ramp, leaving twenty-five of their dead on the wall.

The Russians, gallantly led by Captain Vroubleffsky, had in the meanwhile climbed over the right of the barricade and joined in the combat.

The enemy's position, including the whole bastion, was now in our hands, and work was commenced to strengthen what we had taken. A tremendous musketry fire was opened on the working party from a second barricade some 60 yards further along the wall, severely wounding a non-commissioned officer of Marines. Just before dawn heavy rain came on which lasted several hours and caused great discomfort to the men. Our losses were two American Marines killed and Captain Myers wounded; one Russian killed and two wounded, and three British Marines wounded, all severely.

The above was one of the most successful operations of the siege, as it rendered our position on the wall, which had been precarious, comparatively strong. Work was continued day and night and every opportunity taken to improve the advantage gained.

(sgnd) CLAUDE M. MACDONALD.

PROFESSIONAL NOTES

THE INFANTRY SCHOOL OF ARMS AT CAMP BENNING

SINCE the subject of Professional Instruction is a matter of prime importance for the Marine Corps, especially at the present time, the methods adopted by the Infantry of the Army in solving their own educational problems should be of great value to us. The new Infantry School of Arms at Camp Benning, Georgia, represents the solution reached by that arm of the service. The purpose of this school is to provide a complete scheme of military education for all infantry officers up to and including field grades. Three courses are given for officers, the Basic Course, the Company Officers' Course, and the Field Officers' Course. When an officer first receives his commission, he will be ordered to Camp Benning to take the Basic Course. When he is a senior lieutenant or captain and either is a company commander or is soon to become one, he returns to Benning to take the Company Officers' Course. When he is, or soon will become, a Field Officer, he returns again to take the Field Officers' Course. Owing to an unfortunate shortage of accommodations, however, the Field Officers' Course will not be given in the immediate future and the curriculum for it has therefore not been prepared.

There is also a Noncommissioned Officers' Course, which trains Sergeant-instructors for the National Guard, but as the Marine Corps is not particularly concerned with National Guard training, this course is not described here.

The Basic Course is intended for all infantry officers newly commissioned in the Army, and in future such officers must complete the course before being assigned to regiments. The course began October 1st of this year and is to end June 30, 1920, with a total of 1267 working hours. Study hours and outdoor exercise are also provided. The course is divided into three departments—General Subjects, Technical Subjects, and Tactical (Infantry) Subjects.

General Subjects include the following:

Administration, 115 hours.

Military Courtesy, 10 hours.

Interior Guard Duty, 7 hours.
Military Law, Military Protection, United States Guards
and Rules of Land Warfare, 66½ hours.
Sketching and Map Reading, 97 hours.
Military Hygiene and First Aid, 10 hours.
Care and Arrangement of the Soldiers' Equipment, 5 hours.
Hippology and Equitation, 10 hours.
Manual of Sabre, 2 hours.
Physical Training, 10 hours.
Drill and Command, 61 hours.
Gas Defense, 5 hours.
Psychology, 12 hours.

Technical Subjects include the following:

Marksmanship, Rifle and Pistol, 166½ hours.
Automatic Rifle, 70 hours.
Grenades, Hand and Rifle, and Bayonet, 35 hours.
Field Fortification, 35 hours.
Liaison, 7 hours.
Machine Guns, 21 hours.
37-mm. Guns, 21 hours.
Trench Mortar, 7 hours.
Technical Musketry, 70 hours.

Tactical Subjects are comprised under the general heading of Minor Tactics, to which is devoted a total of 423 hours. In detail the course covers advance, flank and rear guards; outposts; patrols; deployments and approach marches; combat offensive and defensive; reduction of strong points; night operations; tactical employment of all infantry weapons, including machine guns and accompanying guns. The course deals with tactical units, up to and including the battalion. Methods of instruction comprise lectures, tactical walks, terrain exercises, map problems and manœuvres with troops.

Of the subjects listed above, some of the more important should be considered in detail.

Military Law and its allied subjects include not only Court-Martial procedure and the ordinary principles of Military Law, but a certain amount of International Law and also the legal aspects of riot duty. The latter subject is certainly most apropos at the present time.

The subject of Machine Guns is touched on rather lightly,

only 21 hours being devoted to it. It includes elementary nomenclature and fire, sufficient to give the officer a basic knowledge of the arm.

Technical Musketry, to which a total of seventy hours is assigned, comprises illustration of the trajectory; effect of error in estimation of range, etc.; instruments, communication, target designation, fire distribution and conduct of fire; rate of fire, auxiliary aiming points, distribution, use of tracer bullets. The subject is first taught practically and its principles later applied to tactical problems.

The purpose of the Company Officers' Course is to provide such technical, mechanical and tactical instruction for officers of company grade as will enable them to perform capably the duties in training, command, or staff, that may fall to them in peace or war. It is realized, of course, that no course of training comprised in a single school year can carry out this end completely, but the aim of the school is to furnish the groundwork, upon which full efficiency can be later developed by study and duty with troops.

In preparing the curriculum for this course it was necessary to take into consideration the fact that many of the prospective students for the first year, and probably for several succeeding years, will not be as thoroughly versed in many of the subjects taught in the Basic Course as will the graduates of that course. This condition will, of course, hold good until the lapse of time has brought the whole infantry scheme of instruction into working order; that is, until the officers who come to Camp Benning for the Company Officers' Course are graduates of the Basic Course. It was therefore necessary in preparing the curriculum for the Company Officers' Course to include many of the subjects in the Basic Course.

It is anticipated that the first course will begin February 1, 1920, and will continue for seven and one-half months. Six departments are provided—Tactical, Engineering, Rifle and Pistol, Miscellaneous Weapons, General Subjects, and Machine Guns.

The Tactical Department includes in its schedule instruction in the tactics of all infantry weapons. Three hundred and twenty-five hours are allotted in all and the following subjects are included:

Infantry Drill Regulations, A. E. F., Parts I and II.

Field Service Regulations (Revised Edition).

Small Problems for Infantry.
Scouting.
Observers.
Runners.
Instruction in All Means of Communication.
Organization and Functioning of Company
and Platoon Headquarters.
Messages.
Marching by Compass.
Patrols, Reconnoitering.
Patrols, Combat.
Advance, Flank and Rear Guards.
Outposts.
Approach March.
Attack formations and advancing troops under fire.
Tactics of Machine Gun, One-pounder and Stokes Mortar.
Musketry.
Organization and Location of Machine Gun Nests.
Tanks.
Organization of Strong Points.
Organization of a Company Defensive Sector.
Attacking Machine Gun Nests.
Attacking a Strong Point.
Organizing and Conducting a Raid.
The attack on a village.
Company as part of a large force in attack (trench warfare).
Company as part of a large force in attack (open warfare).
Fighting a delaying action.
Platoon as Combat Communication Group.
A march at night through the enemy's country.
Getting into position at night for an attack at dawn.
Withdrawing a company from action.
Halting on the battlefield.
Passage of lines.
Supply.
Map Problems—War Game.
Accompanying Guns.
Infantry working with airplane.
The Engineering Department is divided into three heads,
Sketching, Gas Defense, and Field Fortification. One hundred

and twenty-five hours are assigned to this department. The subject of Field Fortifications includes Characteristics and Nomenclature of Trenches, Revetments, Saps, Working Parties, Explosives, Wiring, Dugouts, Mining, Organization of a Sector, and Camouflage.

The Rifle and Pistol Department is assigned one hundred and sixty hours. It is divided into the following heads:

Individual Instruction in Rifle Practice.

Individual Instruction in Pistol Practice.

Automatic Rifle—nomenclature and firing.

Musketry, which includes Demonstrations, Range Estimation, Target Designation, Fire Distribution, Communication, Fire Discipline, Application of Fire, Fire Estimate, Fire Orders, Conduct of Fire, Infiltration, Use of Cover.

The Miscellaneous Weapons Department, with a total of one hundred and sixty-six hours, covers the following subjects:

Stokes Mortar.

One-pound Cannon.

Grenades (Hand and Rifle).

The Bayonet and Hand-to-Hand Fighting.

The Department of General Subjects includes the following heads, for which a total of forty-five hours is given:

Psychology and the art of teaching.

Supervision and general management of a company mess.

Cooking in the field.

Hygiene and Camp Sanitation.

Hippology and Care of Transportation.

The Machine Gun Department deals only with the technical and mechanical features of the subject. One hundred and thirteen hours are given for this instruction.

THE MUSKETRY BULLETINS OF THE A. E. F.

UNTIL the new edition of "Musketry," now being prepared, is published, the text-book on this subject will be the chapters on musketry in the Small Arms Firing Regulations, amended and supplemented by "Musketry Bulletins, American Expeditionary Forces," printed in the winter of 1919. Although the latter publication is familiar to those officers and men of the Marine Corps who served in the Army of Occupation, it has not been distributed

elsewhere in the Marine Corps, and therefore a brief résumé is given here.

To quote from the pamphlet, "The object of these bulletins is to present in a simple manner a course embracing the essentials of musketry. In this training the principle will first be shown by demonstrations, and these will be followed by simple exercises calculated to give a clear view of the basic elements. The demonstrations and exercises will in turn be followed by tests to determine the thoroughness of the preliminary instruction. Musketry training will be concluded by a progressive series of problems and competitions in which all of the principles are applied to situations normally arising in combat and demanding team work for their proper execution."

Demonstrations are given in three forms, with tracer ammunition, with landscape targets, and by a platoon in fire and movement.

Demonstrations with tracer ammunition are given with a view to illustrate the trajectory of a bullet, to illustrate concentrated fire, and to illustrate distributed fire.

The purpose of demonstrations with landscape targets is to show errors in range estimation, to show vertical and horizontal shot groups, to explain the use of auxiliary aiming targets, to show the vulnerability of targets, to show in fire problems concentrated fire, distributed fire, and target designation, and to impart visual training.

Demonstrations by a trained platoon in fire and movement should illustrate the advance upon a position, if possible, on a range with ball cartridges, or, if that is not practicable, on the drill ground with simulated fire.

Exercises are performed by the organizations receiving instruction, after they have obtained through viewing demonstrations, some idea of what the subject consists.

The "Principles" of Musketry are briefly set forth. Emphasis is given the fact that, while numerous auxiliary weapons have been added to the equipment of infantry units, the rifle is still by far the most important weapon of the foot soldier. The following definition is given: "Musketry is team work in the conduct of fire."

The section on "Range Estimation" does not include much new material, methods of instruction and exercises being much the same as those described in previous publications on the sub-

ject. Estimation of the range by use of tracer ammunition is not mentioned, though as a matter of fact, this method was used by the Army of Occupation in Germany.

Instruction in Target Designation is comprised under the following heads:

Knowledge of Terrain.

Knowledge of Military and Topographical Terms.

Visual Training.

Method in Target Designation.

The first of these heads embraces the analysis and visualization of terrain, and this training is given only to officers and noncommissioned officers. All men, however, are required to become familiar with military and topographical terms.

Visual training is likewise given to all members of the command, and consists in teaching the soldier what to look for, how to look for it, and to remember what he has seen.

Methods of target designation are classified as follows:

Mechanical means.

Transmission of information by pointing a rifle.

Simple description.

Clock-face systems.

The chief mechanical method is the use of tracer ammunition, but in using it care must be taken not to indicate the position of the platoon.

In applying the method of pointing a rifle, the platoon leader uses as a rifle rest a bayonet sunk into the ground at an angle, and aims the rifle on the target.

The method of simple description requires no explanation. Finger widths and sight leaves are used as units of measure, the sight leaf and the average finger width measuring fifty mils, or a width of target equalling one-twentieth of the range.

The Vertical and Horizontal Clock Face Systems were, of course, well known before the war. They are to be used only where other methods cannot be used.

Auxiliary aiming targets should be used when the enemy's line or machine guns are placed so as to be very indistinct and difficult to indicate.

In studying the section on Fire Distribution, it should be remembered that the pamphlet was prepared before the decision had been made to assign one automatic rifle to each squad. The

principles are enunciated that the rifle is primarily the infantry weapon for frontal fire and against distributed targets, and that the automatic rifle, due to its capacity for a large volume of concentrated fire, is most valuable when its fire is delivered in a flanking direction. While there is no doubt as to the soundness of these principles, it will be difficult to apply them with the present organization, unless the automatic rifles are temporarily removed from their squads, a manifestly undesirable procedure.

No reference is made to the ante-bellum "switch" and "overlapping" method of distributing platoon fire, but the principles of the "overlapping" method are applied to squads.

Training in "Communications, Signals, and Transmission of Firing Data" is carried out on the general principles set forth in the Drill Regulations.

Use of Cover is taught by demonstrations and exercises on varied terrain and with varied numbers of men.

A new definition of fire discipline is given as follows:

"Fire discipline implies the exact execution of orders and instructions relative to the use of the rifle and to conduct in action, embracing:

- (1) Constant attention to and execution of orders. Care as to position and extent of target.
- (2) Economy of ammunition. Rate of fire.
- (3) Observation of the enemy.
- (4) Ability to act on own initiative.
- (5) Thorough knowledge of the capabilities of the rifle and grenades.

Exercises are made up on the principle that for effective fire the rate for a rifle should be, under average conditions, five to six shots per minute and for an automatic rifle, using semi-automatic fire, ten to sixty shots per minute, with ranges not exceeding 600 yards.

The section entitled "Application of Fire" describes exercises showing comparative shot groups. Powers and limitations of auxiliary weapons of infantry are given but are not repeated here, since they are also included in "Provisional Drill Regulations, A. E. F." There is a brief reference to marching fire. Its use is advised only against a clearly defined line at ranges under 200 yards, and sometimes when advancing through dense woods.

French enthusiasm for this type of fire was never communicated to American troops.

Under "Conduct of Fire," an exhaustive statement is given of the tactical duties of the battalion, company, and platoon commanders, platoon sergeant, section leader, section guide, squad leader, and scouts. These will not be repeated here, but it is worth noting that the identity of tactics, whether viewed from the manoeuvre or musketry point of view, is fully recognized. Exercises given in this section are for the purpose of teaching fire and movement.

Landscape Targets are described at length. The target consists of an upper and lower half. The lower half is the landscape target proper, a series of views in color mounted on panels and set in frames. The upper half is a blank target, in rear of which is placed a recording sheet containing in faint outline a replica of the landscape target proper. Using service or calibre 22 ammunition at short range, a rifle aimed at the target proper with suitable sight correction registers the hit on the recording sheet. Sight correction is obtained by setting sights at an elevation of 1200-1300 yards, aiming and firing at one of the bull's eyes painted on the upper side of the target proper. The shot should record directly above the bull's eye aimed at, on or near the "harmonizing line," which is a line drawn near the top of the recording target. The sight-setting is corrected until the shot is placed on the harmonizing line. The landscape target should be about one thousand inches from the firing point.

The Musketry Bulletins describe Combat Practice as the last phase of musketry training. In preparing exercises for Combat Practice, the following requirements should be observed:

A definite lesson in fire tactics is included.

A mission can readily be determined from the situation.

If practicable, a tactical principle is embodied, the violation of which would prevent the accomplishment of the mission.

Simplicity must be observed in framing the situation; where it is desired to embody several lessons in the consideration of the same situation, the exercise should be divided into distinct phases.

The last section of "Musketry Bulletins" gives a long series of tests and competitions to be held between various units.

THE NEW BULLET

A rough tracing is given below of the new boat-tailed bullet which will probably be adopted by the Army for the 30-calibre Springfield rifle and for machine guns.



The weight of this bullet is 175 grains, as compared with 150 grains for the old bullet, and it has a thicker jacket and a denser core. Its muzzle velocity is about 2460 foot-seconds, which is less than that of the old bullet, but it has an effective range of 4000 metres as against 2600 metres for the old.

NOTES ON CONVERSION OF WAR RISK INSURANCE

THE Term (War) Insurance issued by the Government may be retained for five years after the termination of the war, as proclaimed by the President, provided the premiums are paid. At the expiration of this period, the insurance terminates unless the insured person converts it within the five years to a permanent form of Government insurance. The following forms of policies will be issued by the Bureau of War Risk Insurance to persons making the conversion :

- (1) Ordinary life,
- (2) Twenty-payment life,
- (3) Thirty-payment life,
- (4) Twenty-year endowment,
- (5) Thirty-year endowment,
- (6) Endowment maturing at age 62.

These policies will be issued in sums ranging from \$1000 to \$10,000, in multiples of \$500. The insurance will be issued against death and total permanent disability. Should the policy become a claim by death, payment of \$5.75 per month is guaranteed for 240 months, for each \$1000 insurance, and should the insured become totally and permanently disabled payment of installments will continue during his life while so totally and permanently disabled.

The insurance payments will be paid in one sum in the following specific instances :

- (1) When cash value is taken,
- (2) When surrendered for paid-up insurance,
- (3) When the policy matures as an endowment.

The insurance is unassignable, non-taxable and free from the claims of creditors.

Premiums are payable monthly, quarterly, semi-annually, or annually. If monthly, members of the service may pay through monthly allotments.

The policy will participate in gains and savings, and provision is made for the payment of dividends as earned.

APPLICATION FOR CONVERSION OF GOVERNMENT WAR RISK INSURANCE.

Issued on the Yearly Renewable Term Plan, in accordance with the provisions of the War Risk Insurance Act.

Use ink and make separate application for each kind of insurance applied for.

1. My full name is
(Please print or type.) (First.) (Middle.) (Last name.)
2. Home address
(Number and street, or rural route.) (City, town, or P. O.) (State.)
3. I was born on
(Day.) (Month.) (Year.)
4. Organization at time of applying for War Risk Term Insurance
(Rank, grade, or rating.) (Organization, regiment, station, ship, etc.)
5. Army serial number
(If such number has been assigned to you.)
6. Present organization, or organization at date of discharge:
(Rank, grade, or rating.) (Organization, regiment, station, ship, etc.)
7. Amount of War Risk Term Insurance, \$ 8. Certificate No.
9. Last month for which premium was paid 10. Monthly premium paid, \$
11. I apply for United States Government Life Insurance of \$ on the following plan:
..... Ordinary Life. 20-Payment Life. 30-Payment Life.
..... 20-Year Endowment. 30-Year Endowment. Endowment Maturing at age 62.
12. I will pay premiums Monthly; Quarterly; Semiannually; Annually.
(Put cross mark [X] opposite plan and method selected.)

It is agreed that the insurance herein applied for shall not take effect until the application therefor has been approved by the Bureau of War Risk Insurance. It is further agreed that the insurance herein applied for shall take effect on the first of the month succeeding the date of this application provided the premium on an equal amount of Yearly Renewable Term Insurance, payable on the first of the current month, has been paid. If, however, the premium on an equal amount of Yearly Renewable Term Insurance, payable on the first of the current month, has not been paid, then the converted insurance shall take effect on the first of the current month; but in no event shall the converted insurance take effect until the first premium thereon has been paid.

13. BENEFICIARY OR BENEFICIARIES OF INSURANCE HEREIN APPLIED FOR IN CASE OF MY DEATH.

RELATIONSHIP TO ME.	NAME OF BENEFICIARY. (If married woman, her own Christian name must be stated.) (First.) (Middle.) (Last name.)	POST-OFFICE ADDRESS.
		(a) Number and street. (b) City, town, or P. O. and State.
		(a)
		(b)

14. In addition to the converted insurance above applied for, I wish to continue \$ of the insurance on the Yearly Renewable Term Plan, heretofore granted to me, and in consideration of the granting of the United States Government Life Insurance herein applied for, I hereby agree that all my rights and interest in an equal amount of Yearly Renewable Term Insurance heretofore granted me under the War Risk Insurance Act shall cease and determine on the day the insurance herein applied for takes effect. The amount of Yearly Renewable Term Insurance which continues in force shall be payable to the following beneficiaries. Any previous designation of beneficiaries is hereby revoked.

15. BENEFICIARY OR BENEFICIARIES OF YEARLY RENEWABLE TERM INSURANCE HEREIN RETAINED.

RELATIONSHIP TO ME.	NAME OF BENEFICIARY. (If married woman, her own Christian name must be stated.) (First.) (Middle.) (Last name.)	POST-OFFICE ADDRESS.
		(a) Number and street. (b) City, town, or P. O. and State.
		(a)
		(b)

16. Signed at on the day of, 19....

17. Witnessed by
(Signature of witness.)

18. Address

(APPLICANT SIGN HERE.)

19. The applicant must remit with this application a sum not less than the amount of the first premium on the converted insurance applied for.

I inclose herewith remittance payable to the TREASURER OF THE UNITED STATES by { Draft
Money Order } in the amount of
Check

\$ to cover the first premium on the converted insurance.
(State whether monthly, quarterly, semiannual, or annual.)

(APPLICANT SIGN HERE.)

The premiums are lower than those charged by any company for participating insurance with similar benefits.

The policies provide for loans at any time after the first year, equal to 94 per cent. of the cash surrender value.

By a recent decision of the Secretary of the Treasury, discharged soldiers, sailors, and marines who have dropped or cancelled their insurance may reinstate it within eighteen months after discharge without paying the back premiums. All they will be asked to pay will be the premium on the amount of insurance for the month of grace in which they were covered and for the current month. The man applying for reinstatement must, however, be in as good health as at date of discharge.

TO DISABLED MARINE CORPS OFFICERS AND ENLISTED MEN

YOUR government will pay the expenses of a professional or vocational education for any man who has been discharged from the service, and whom the Bureau of War Risk Insurance has declared to be a compensable case, provided re-training is feasible in the judgment of the Board.

In addition to paying the tuition expenses of the education, the man will be paid either a minimum of \$65 a month or the base pay of his last month of active service, whichever is the greater, during the entire time that he is being re-educated.

You owe it to yourself and to your family to make a thorough investigation of this opportunity. Write or call immediately at the nearest district office of the Federal Board for Vocational Education whose Headquarters are in Washington, D. C. A list of the District Offices follows:

District No. 1: Maine, Vermont, New Hampshire, Massachusetts, and Rhode Island. Office: Room 433 Tremont Building, Boston, Mass.

District No. 2: Connecticut, New York, and New Jersey. Office: Room 711, 280 Broadway, New York.

District No. 3: Pennsylvania and Delaware. Office: 1000 Penn Square Building, Philadelphia, Pa.

District No. 4: District of Columbia, Maryland, Virginia, and West Virginia. Office: 606 F Street, N. W., Washington, D. C.

District No. 5: North Carolina, South Carolina, Georgia, Florida, and Tennessee. Office: 823 Forsyth Building, Atlanta, Ga.

District No. 6: Alabama, Mississippi, and Louisiana. Office: 822 Maison Blanche Annex, New Orleans, La.

District No. 7: Ohio, Indiana, and Kentucky. Office: 1212-14 Mercantile Library Building, Cincinnati, Ohio.

District No. 8: Michigan, Illinois, and Wisconsin. Office: 1600 The Westminister, 110 South Dearborn Street, Chicago, Ill.

District No. 9: Iowa, Nebraska, Kansas, and Missouri. Office: 517 Chemical Building, St. Louis, Mo.

District No. 10: Minnesota, North Dakota, and South Dakota.
Office: Room 742 Metropolitan Bank Building, Minneapolis, Minn.

District No. 11: Wyoming, Colorado, New Mexico, and Utah.
Office: 909 Seventeenth Street, Denver, Colo.

District No. 12: California, Nevada, and Arizona. Office: 997
Monadnock Building, San Francisco, Cal.

District No. 13: Montana, Idaho, Oregon, and Washington.
Office: Room 539 Central Building, Seattle, Wash.

District No. 14: Arkansas, Oklahoma, and Texas. Office: 810
Western Indemnity Building, Dallas, Tex.

EDITORIAL NOTES

THE MARINE CORPS GAZETTE has decided to open an Information Bureau for the benefit of members of the Marine Corps Association. It is believed that many officers are anxious on occasions to get various information, which cannot be obtained by addressing Headquarters of the Marine Corps. Since the editorial offices of the GAZETTE are at Headquarters, such information can be promptly gathered and forwarded to the inquirers.

All queries should be addressed to the Editor, MARINE CORPS GAZETTE, Headquarters, U. S. Marine Corps, Washington, D. C. Questions and answers will not be published, except by special request.

The membership of the Marine Corps Association is slowly picking up again, after the loss caused by the discharge from the service of many temporary officers. Many Marine Officers, however, have not yet joined, and members are urged to use their best effort to get them into the fold.

It is the present policy of the GAZETTE to print only original articles contributed to it by Marines. The only exceptions made are in the Professional Notes, where reprints are sometimes published, with due credit given. To maintain the character of the GAZETTE as a magazine of original material, it is necessary for members of the Association to be more prolific of contributions than they have been in the past.

A FEW LIVE TOPICS ON WHICH ARTICLES ARE REQUESTED

Tactical changes due to the introduction of new arms and the lessons of the Great War.

Machine Guns.

Automatic Rifles.

Training of Marine Detachments aboard ship.

What type of transport is best suited to Marine Corps needs?

The Supply question on tropical expeditions.

The Haitian Constabulary.

Technical Schools for the Marine Corps.

Advanced Base Training.

An Educational System for Officers of the Marine Corps.

APPLICATION FORM

Place

Date 1919.

THE SECRETARY-TREASURER,
MARINE CORPS ASSOCIATION,
Headquarters, Marine Corps,
Washington, D. C.

SIR:

I desire to be enrolled as a member of the Marine Corps Association. I enclose herewith a check (or money order) for \$5 covering the first year's dues from July, 1919, to July, 1920.

Until further notice please forward the MARINE CORPS GAZETTE to me at the above address.

Name

Rank.....

(All checks or money orders to be made out to "Secretary-Treasurer, Marine Corps Association.")

The Marine Corps Association

Organized April 25, 1913, at Guantanamo, Cuba.

BOARD OF CONTROL:

MAJOR GENERAL GEORGE BARNETT
Commandant Marine Corps

BRIGADIER GENERAL GEORGE RICHARDS
BRIGADIER GENERAL C. G. LONG

Secretary-Treasurer, MAJOR E. W. STURDEVANT
Headquarters Marine Corps, Washington, D. C.

OBJECT OF ASSOCIATION

"The Association is formed to disseminate knowledge of the military art and science among its members; to provide for the improvement of their professional attainments; to foster the spirit and preserve the traditions of the United States Marine Corps; and to increase the efficiency of its members."—*Section 2, Article 1, of the Constitution.*

CONDITIONS OF MEMBERSHIP

Active membership open to officers of the United States Marine Corps and to former officers of honorable service. Associate membership, with annual dues of \$5.00, open to officers of the Army, Navy, Marine Corps Militia and Organized Militia and to those in civil life who are interested in the aims of the Association. Honorary members shall be elected by unanimous vote of the Board of Control.

Associate membership, with annual dues of \$1.00, including yearly subscription to the MARINE CORPS GAZETTE, open to warrant officers of the Marine Corps, pay clerks, sergeants major, quartermaster sergeants, first sergeants, and gunnery sergeants.

All communications for The Marine Corps Association and THE MARINE CORPS GAZETTE should be addressed to The Secretary-Treasurer, Marine Corps Association, Headquarters U. S. Marine Corps, Washington, D. C., and checks made payable to the same.

